USAID-TARABOT IRAQ ADMINISTRATIVE REFORM PROJECT

ANNUAL REPORT 2013

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ACRONYMS

AD	Administrative Decentralization
BoQ	Bill of Quantities
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency)
CoM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
COR	Contracting Officer's Representative/USAID
CoR	Council of Representatives
CoS	Chief of Staff
COSQC	Central Org. for Standardization and Quality Control
CSR	Civil Service Reform Component
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GO	Governor's Office
GZ	Green Zone (See IZ)
GoI	Government of Iraq
GSP	Governance Strengthening Project (USAID)
HC	High Committee for Civil Service Reform
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
ICGE	Iraq Center for Government Excellence
IDMS	Iraq Development Management System
INMS	Iraqi National Monitoring System
IQD	Iraqi Dinar
ISO	International Standards Organization
ISRAR	Iraq Solutions for Regulatory & Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoI	Ministry of Interior

MoI	Ministry of Interior
MoIM	Ministry of Industry & Minerals
MoJ	Ministry of Justice
MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced
MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoSPA	Ministry of State for Provincial Affairs
MoSWA	Ministry of State for Women's Affairs
MoST	Ministry of Science & Technology
MoT	Ministry of Trade
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NDP	National Development Plan
NGO	Non-governmental Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	One Stop Shop service center
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PD	Process Development (See BPA)
PCSC	Provincial Civil Service Commission
PM	Prime Minister
PMAC	Prime Minister's Advisory Council
PMI	Project Management Institute
PMO	Prime Minister's Office
PMP	Project Management Professional Certification
PSM	Public Sector Management Committee (See PAR)
QM	Quality Management
RFP	Request for Proposal
RG	Regulatory GuillotineTM
SCMT	State Company for Maritime Transport
SES	Senior Executive Service
SoW	Scope of Work
SOP	Standard Operating Procedures
T&D	Training and Development
TA	Technical Assistance
ToR	Terms of Reference
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank

EXECUTIVE SUMMARY

When it began in July 2011, USAID-Tarabot's aim was to assist the Government of Iraq (GoI) to better engage with and respond to the needs of the Iraqi people. These priorities encompassed Iraq's policy development process, capital investment management, and direct public service delivery. The project also assisted the GoI in its efforts to reform Iraq's civil service law, structures, and systems.

Tarabot's impact is evident not only in the ministries and offices of its Iraqi counterparts, but even more so on the ground and in the day-to-day lives of Iraq's citizens. As USAID gradually draws down nearly eight years of USAID assistance to Iraq's public management, the GoI's own programs of reform, policy development, and necessary infrastructure are on a drastic uptick. USAID-Tarabot sits directly on this intersection, providing the USG's final broadly-impacting assistance, while working with GoI entities to ensure the sustainability, and legacy, of the most complex and comprehensive public management improvement program in USAID's history. But what will be USAID-Tarabot's legacy?

In ten years, a return visitor to Iraq will find:

One-Stop-Shop Service Centers: Almost all ministries that deal with Iraqi citizens daily have one-stop-shop service centers that efficiently serve hundreds of thousands of Iraqis every year through a system that they may or may not know was started by an American project. By then, the majority of citizens will have come to expect a high level of efficiency, and complaints will be about waiting a few extra minutes instead of a few extra weeks.

Social Safety Net: Over a million truly deserving widows, orphans, and disabled persons will be receiving modest monthly survival allowances through an efficient, fair, and transparent social safety net (SSN) system serving its clients in every province and major city from One-Stop-Shop service centers. The current system will have been expanded to include other categories of deserving marginalized beneficiaries in a unified program.

Policy Development: Iraqis won't even remember the days when no practical legislation was passed by the Council of

Representatives and when laws and rules were devised by an isolated and powerful few with no input from university professors, private think tanks, diverse parties, concerned ministries and citizens. The highly respected Office of Policy Development at the Prime Minister's Office will be expected to continue its tradition of informed and transparent policy development and policy impact research.

Decentralized Government: Iraqis will still remember how, back in 2013, the tide finally turned toward effective decentralization of big service delivery programs to be run and adapted locally. They will remember that fears of practical decentralization jeopardizing national unity never actually materialized, but public services and the local economies improved year after year.

National Capital Investment: Iraqis will be proud that their oil-rich nation, starting back in 2010 and again in 2013, began the decade-long process of planned, focused, and executed investments of more than a cumulative trillion dollars of installations, facilities, and institutions. During that period, an unprecedented amount of investment finally stimulated the economy and will be provided Iraqis a level of life finally comparable to the best economies of the region.

Are such optimistic outcomes likely? Probably, if a degree of peace prevails.

Will they honestly be the results of the American efforts in these areas? Undeniably.

Will anyone remember the role of the American aid program launching these programs? That will depend on how well American diplomats, business persons, and others maintain and deepen the bilateral relationship through the kind of mutual respect and commitment to an ongoing partnership that characterized the USAID-Tarabot endeavor.

TELLTALE SIGNS OF SUSTAINABILITY EMERGE IN 2013

- The Council of Ministers Secretariat (COMSEC) formed a high-level Administrative Reform Committee, tasked with carrying the kinds of reform implemented by USAID-Tarabot and other donors. This committee has already mandated that every government entity develops its own internal administrative reform plan.

- The Prime Ministers' Advisory Council (PMAC) officially announced the national Public Sector Administration Reform Strategy.

- The Council of Representatives passed sweeping revisions to the Law 21 Provincial Powers Act, specifying that seven big ministries devolve their services and responsibilities to the provinces over the coming two years.

- COMSEC instructed all government entities to introduce One-Stop-Shop service centers as appropriate to their mandate.

USAID-TARABOT REFOCUSED

As part of the USG's planned general drawdown in the country, USAID-Tarabot reduced its scope and shortened its time frame. For the remaining year, USAID-Tarabot is focusing its efforts on those areas that can achieve sustainability and show a visible impact. The remaining areas of focus include policy development, regulatory reform, improved capital infrastructure, and administrative decentralization.

THE USAID-TARABOT LEGACY

The project's focus is at the cross-section of impact, sustainability, and committed GoI counterparts:

This re-scoping included both technical assistance activities as well as reducing the number of primary GoI counterparts. The project's broad initial engagement of 24 ministries, 15 governor's offices, and numerous executive offices was reduced by nearly 30%, focusing on the strongest champion institutions with the most potential for immediate and sustained change.

DEMONSTRATED IRAQI COMMITMENT

From its initial engagement, USAID-Tarabot cultivated an unprecedented level of support and buy-in from all levels of the Iraqi government. The seeds planted in the first year of the project grew rapidly as institutions and civil servants alike invested time and resources in implementing Tarabot's recommended solutions. In year two, the impact is evident. Ministries and governors' offices are using USAID-Tarabot's systems to build roads, schools, and other critical infrastructure. The Prime Minister's Office and the Presidency are releasing innovative and needed public policies developed through policy offices and systems established with Tarabot's assistance. Some of Iraq's oldest

and most important ministries have bought in enough to actually cede some of their authority out to provincial governments in accordance with Article 45 of the latest Provincial Powers Law 21, taking unprecedented steps towards decentralized government.

The GoI's remarkable commitment to USAID-Tarabot's objectives and assistance helped cement a partnership that spans every executive office, ministry, and province in Iraq. By living up to the "linkages" that Tarabot was named for, this partnership has fostered an atmosphere of Iraqi ownership and commitment to long-term change in Iraq.

WIDE CITIZEN-LEVEL IMPACT

Iraqis want better services from their government. Whether it is more hours of electricity per day or fewer hours waiting for a bureaucrat's approval to open a new business, Iraqis recognize that their government has not provided the level of services of which it is capable. USAID-Tarabot has worked with the GoI to help meet the expectations of Iraq's citizens, and the impact has not gone unnoticed:

- Many Diwaniyah residents now pass by a newly-erected secondary school on their morning commute, which itself was recently eased by the construction of a new roadway.

- In Babil, a massive water treatment plant comes online a month ahead of schedule, alleviating parent's concerns about the water their children are drinking.

- In Basrah, ground is broken on one of the largest new power plants in the country, bringing it with it the promise of more hours of electricity per day.

Policy development structures have been stood up, with Iraq's senior officials, technical experts, academics, and civil society actors all contributing to the development of meaningful policies in critical or innovative fields, including international trade, youth unemployment, or restoration of Iraq's academia with an infusion of scholars from the diaspora.

LONG-TERM SUSTAINABILITY

USAID-Tarabot is positioned to conclude eight years of USAID public management assistance to the GoI and leave behind a lasting legacy of reform, change, and partnership across the entire GoI. In the final year of the project, USAID-Tarabot will anchor the knowledge and systems that it has transferred to the GoI, and leave the government with the capacity to resolve complex challenges and improve performance on its own for years to come. At a time when many governments in the region are under pressure to meet citizen expectations, Iraq is among the few in a strong position to meet these goals. USAID-Tarabot has been fortunate to work with a partner that was willing to implement complex institutional reform, adopt new systems, and accept new skills and practices. However, USAID-Tarabot's true legacy will be that of a foundation from which the GoI will build upon for decades after USAID HAS left.

SETTING A PRECEDENT FOR SUSTAINED IMPROVEMENT: COST-SHARE FUNDING

Iraqi utilization of special government cost-share funds demonstrates where GoI and USAID priorities intersect, as well as the point where USAID-Tarabot assistance catalyzes the GoI to turn to the market to continue on the path for improvement. Now, in addition to extensive in-kind cost-sharing funds, the GoI is actively procuring million dollar, custom-designed software. The GoI is also sending civil servants abroad for valuable international certifications using the special GoI Cost-Share Fund. In the final year of the project, USAID-Tarabot expects to utilize the GoI 2012 and 2013 cost-share funds to the maximum extent possible. Some activities that will utilize this special GoI fund include construction of service center facilities, procurement of needed software and hardware, and trainings towards internationally-recognized certifications. The GoI set aside these special cost-share funds to accommodate recommendations called for in collaboration with donor projects that fall outside of normal operational or investment budgets.

COST-SHARE FUNDING AT WORK

ONE-STOP-SHOP SOFTWARE

The Ministry of Municipalities and Public Works tendered for the development of special software to administer services in the USAID-Tarabot-developed One-Stop-Shop service center facilities. At a cost of around US $1.5m, it will help store and organize complex data from hundreds of thousands of members of the public, helping streamline the systems and processes that deal with services such as sanitation, water, streets, and schools. Current centers utilize a hybrid mix of paper-based filing and old-fashioned programs, which further contributes to long lines and a disgruntled public.

ESTABLISHING A REGULATORY REFORM ARM IN THE GOI

The Prime Minister's Advisory Commission (PMAC) received US$500k from the GoI's 2012 cost-share fund to support USAID-Tarabot's Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative. These funds will be used to support the sustained operations of the ISRAR Central Unit and ongoing stakeholder consultations, as well as the launch of a media campaign advocating for regulatory reform. The GoI has committed over US $3m addition funds for sustaining ISRAR's regulatory reform activities through 2013 cost-share funds. Working with 26 ministries and government agencies, the ISRAR team has identified and uploaded over 3,000 individual regulations for review to the initiative's online registry.

MOO PROJECT MANAGEMENT PROFESSIONAL CERTIFICATION

The Government of Iraq's Ministry of Oil (MoO) agreed to spend approximately US$75,000 from the 2012 donor cost-share fund in order to certify 20 of its staff members as Project Management Professionals (PMP). For the past 24 months, USAID-Tarabot has worked extensively throughout the GoI to reform current project management practices and systems in order to bring them in line with the current international best practices. Throughout this process, USAID-Tarabot has strenuously recommended that each entity supports PMP-certification initiatives for a contingent of core staff members. While USAID-Tarabot's Project Management Unit is working to conclude its assistance, the team is now confident that the MoO will have a sustained, resident capacity to bolster its performance for the years to come.

COMSEC INTERNAL AUDIT CERTIFICATION

As a result of USAID-Tarabot's support over the past year, COMSEC utilized cost share funding to qualify 20 of its staff to become Certified Internal Auditors by the International Register of Certificated Auditors (IRCA). The internal auditor course was conducted by a Dubai-based subsidiary of the British Standard Institute (BSI). This course is a key requirement towards any institution achieving ISO9001:2008 certification and displays an extremely important step forward for the GoI. This also represents another example of the GoI taking lessons learned and suggestions from USAID-Tarabot and dedicating its own resources to continue down the path towards sustained improvement, and international recognition of its public management practices.

CIVIL SERVICE REFORM REACHES TIPPING POINT OF SUCCESS IN IRAQ

USAID-Tarabot's Civil Service Reform initiative supported the GoI to build effective institutions, modern public administration systems, and a capable public workforce. After USAID-Tarabot's 20-month collaboration with the High Committee for Civil Service Reform and numerous other GoI entities, the program has reached a solid conclusion with a clear, Iraqi-led plan. With the groundwork laid by Tarabot, the GoI is poised to effectively address the big problems associated with its Civil Service, including opaque procedures, inefficient human resources management, excess staffing, and a pronounced shortage of skilled people as a combined result of patronage-based appointments and emigration.

The project reached the tipping point in the months following the submission of the High Committee's comprehensive Civil Service Law to Iraq's legislature and the subsequent Council of Ministers' appointment of the long-awaited board of the Federal Civil Service Commission (FCSC). With the Commission in line to rightfully replace the High Committee in steering Iraq's civil service reforms and the submission of the draft Civil Service Law to Iraq's legislative bodies, USAID-Tarabot has fulfilled its mandate.

CIVIL SERVICE REFORM LEGACY

- A revised Civil Service Law submitted to Parliament. The law includes clear principles of merit and equitable access, accountability and performance management, and the creation of a defined, transparent Senior Executive Service.

- A structure, rules, and regulations for a fully functioning Civil Service Commission. The nomination of the nine commissioners represents the transition point of civil service reform from USAID-Tarabot and GoI joint program to a purely GoI initiative.

- A structure, job descriptions, operating procedures, and several draft course curricula for a fully functioning Civil Service Institute. The institute is responsible for training Iraqi civil servants in core public administration skills.

- Pilot restructured Human Resources Departments established or initiated in nine partner ministries, integrating the diverse functions of human resources management: manpower planning, hiring and promotions, training, and staff development.

CHAPTER 3

ADMINISTRATIVE DECENTRALIZATION

USAID-Tarabot's Administrative Decentralization Component (AD) carried on with its comprehensive whole-of-government approach to reform structures, establish systems, and build capacity across the entire Iraqi government. Over the second year of the project, AD focused its assistance to help an eager government translate new skills and systems into practical solutions with significant citizen-level impact and ultimate sustainability.

UNPRECEDENTED PROGRESS TOWARDS DECENTRALIZED GOVERNANCE

Decentralization has long been a topic for discussion in Iraq. Under USAID-Tarabot, those discussions have graduated to practical steps: hundreds of them. Ministries have moved authorities to the provinces, and Governors' Offices are assembling increasingly compelling overtures for more control. A revamped Law 21, Iraq's key piece of decentralization legislation, was released in 2013 and establishes a clear framework and path forward for administrative decentralization. UASID-Tarabot's ubiquitous role with numerous GoI entities pursuing nuts-

and-bolts decentralization initiatives played an additional important yet indirect role in influencing the complex process of legislative reform.

At the start of the USAID-Tarabot project, provincial representatives of central ministries were not allowed to approve their employees' vacation requests without explicit approval from Baghdad, much less manage bank accounts or authorize repairs to a broken water pipeline. With help from Tarabot's decentralization initiative, provincial officials are exercising these powers and others. Iraq's leaders are moving away from Baghdad, speeding up decision-making, and further aiding the GoI's goal of resolving Iraq's major administrative, economic, and social issues.

TAKING PRACTICAL, NUTS-AND-BOLTS STEPS TOWARDS DECENTRALIZATION

Tarabot aligns its broad array of technical assistance under the banner of decentralized decision making. The team works with central ministries, the provincial ministry directorates, and Governors' Offices to explore opportunities to push operational decision-making authority closer to the levels where services are actually delivered.

In the second year of the project, Iraqi ministries have taken unprecedented practical actions to see this vision to reality. The total number of actual functions decentralized in 2013 has risen nearly fourfold when compared to the entire year previous.

In May 2013, the Ministry of Youth and Sports (MoYS) and Ministry of Environment (MoEN) became the latest ministries to embrace decentralization, joining other Tarabot partners in the Ministry of Education (MoE), Ministry of Labor & Social Affairs (MoLSA), and the Ministry of Municipalities & Public Works (MoMPW). The MoYS and MoEN decentralized over 30 combined functions, some of which set notable precedents themselves. For example, the Minister of Youth and Sports has granted his provincial offices the authority to open and manage their own financial units with corresponding bank accounts. This shift, setting a precedent of its own for financial decentralization, will significantly accelerate procurements for equipment, maintenance, and construction to the great benefit of youth clubs and youth centers in each province.

Other functions decentralized are more menial but important nonetheless. The MoEN provincial directorates are now able to purchase their own stationery, a lingering issue in many offices. MoEN provincial officials are now also permitted to write letters of recommendation and appreciation for their staff members, lifting a draconian restriction stemming from a seemingly erroneous interpretation of a 2008 ministry regulation.

What is Law 21?

Law 21 is the main legislative major pillar for decentralization in Iraq. However, since its initial passage in 2008, several inconsistencies and ambiguities weakened the law significantly. These weaknesses included conflicts of authority between federal and local legislative, executive, and financial bodies; conflicts with other federal laws; and a lot of language open to varying interpretations. Accordingly, the law has been under constant scrutiny.

TARABOT INDIRECTLY EMPOWERS NATIONAL DECENTRALIZATION EFFORTS

While USAID-Tarabot's assistance has focused on the nuts and bolts of decentralization, the project also made some indirect yet incredibly significant contributions to Iraq's national legislation on decentralization. This is evident in the 2013 revision to Iraq's Law 21, or the Provincial Powers Act.

Over the past two years, USAID-Tarabot's decentralization program has provided technical assistance to a number of the stakeholders involved in re-thinking and re-drafting the law, notably the Governors' Offices. While USAID-Tarabot raised awareness and promulgated international best practices for decentralization, representatives from the Governors' Offices were taking notes. In August 2013, Iraq's parliament passed a revised Law 21 that

NOTABLE FUNCTIONS DECENTRALIZED, 2012-2013		
Establish provincial financial units, open local bank accounts and authorize provincial offices to purchase equipment, computers, and stationary.	MoYS	Ministerial Orders, 16 April 2013 and 27 May 2013
Empower provincial DGs to approve local staff vacation, leave for special training, and conference participation, procure stationary and fuel, and publish documents according to the budget.	MoEN	Ministerial Order, 27 May 2013
Authority to approve staff for local travel within Iraq, inter-office correspondence, and issue recommendation and appreciation letters to staff	MoLSA	Administrative Order, 17 April 2013
Authorize Municipal Water Directors to use the funds generated from water services (taxes and fees) to directly maintain and operate the water network	MoMPW	Administrative Orders, 20 February and 3 April 2013
ncrease local Municipalities officials spending limits from about US$43k to 86k for operations, maintenance, and repair issues.	MoMPW	Administrative Order, 3 April 2013
Authorize provincial directorates to exercise more financial authorities, including transfers between different parts of the operational budget.	MoED	Ministerial Order and Administrative Orders, 9 April 2013 and 28 April 2013

DECENTRALIZATION-ENABLING AMENDMENTS TO THE LATEST

BEFORE	AFTER	IMPACT
No definition or mention of the term "provincial government."	From the outset, the amended Law 21 defines Local Government and its corresponding relationship to the central government.	Provincial government is placed in the executive position, with clear indication of provincial responsibilities to exercise new decentralized authorities.
Ministry staff below the rank of DG not accountable or obligated to communicate with provincial officials.	Directors of Departments (one level below DG) are formally included under Provincial Council oversight, along with judges, military representatives, and university officials.	Provincial governments now mandated to be more involved in not only ministry management, but also universities, courts, and prisons in the province.
Unclear phrasing on provincial government rights to legislate and to manage finances.	"The Provincial Council is the highest legislative and oversight authority within the boundaries of the province and shall have the right to issue local legislation to carry out its affairs on the basis of decentralization…"	The right to local legislation is a tremendous step forward for decentralized governance and decision-making. Also included in this article is specific language allowing provincial governments to open their own bank accounts
Unclear provincial government rights to plan, execute, and monitor development projects.	"Local governments shall be responsible for the management of Administrative Units in accordance with the principles of decentralization"	Provincial governments have the freedom to make planning decisions, initiate or conclude contracts, and monitor project implementation.
Ministries were not accountable to provincial authorities for project implementation, in terms of cost, quality, or time.	"Transfers within the chapters of the budget between projects of the unit responsible for lagging projects… and inform the MoP to this effect"	Projects suffering from delayed implementation, inadequate management, etc are eligible for transfer to provincial authorities for completion.
Sources of local revenue not clearly authorized or defined	Provinces are allowed to impose certain taxes and fees on companies operating in the province, generate revenue from border crossings, and receive five dollars per barrel of crude oil produced, per barrel refined, and for each 150 m3 gas produced in the province.	Provincial revenue sources clearly defined with clear responsibility for collection and management placed on the provincial government.
No clear path forward to continue process of decentralization, no clear actors identified to further the discussion.	Article 45 now states that "A high commission shall be established, headed by the PM and ministers from MoMPW, MoCH, MOLSA, MoED, MoH, MoP, MoA, MoF and MoYS as well as MoSPA. This commission will transfer roles of the aforementioned ministries, along with their accompanying fiscal allocations, to staff working in the provinces. Ministries will ultimately retain only a planning and policy role. Sub-commissions will be established in each province, headed by the Governor, to liaise with the high commission and support devolution of central power to the province."	This is perhaps the most important clause in the revised law. It formally opens the door for long-term planning and discussions on devolution of ministry functions, transfer of administrative and financial powers to the provincial governments.

adopted a significantly stronger tone for decentralization, as well as clarified and rectified many of the law's most lingering constraints and hindrances. In several instances, clauses and language present in the law reiterated USAID-Tarabot's recommendations to its partners in the Governors' Offices, sometimes verbatim For example, USAID-Tarabot worked with the provincial governments in Babil and Wasit to develop recommendations for enabling decentralization. Each of these recommendations appeared, over nine months later, in the final and approved version of Law 21.

IMPROVING GOVERNMENT SPENDING AND IRAQ'S CAPITAL INVESTMENT PORTFOLIO

Public investments should result in improvement by both economic and social measures. Despite extensive resources, Iraq's capital investment portfolio has struggled to meet lofty goals or vastly improve the nation's infrastructure. USAID-Tarabot in partnership with the GoI has prioritized targeted improvements to the planning, procurement, and project management systems in Iraq's largest-spending, biggest-building institutions. In the second year of the project, the impact is significant. The US $357 billion Iraqi National Development Plan was inclusively assembled and approved. Top-flight contractors are increasingly bidding on publicly announced tenders and taking on GoI contracts to build power plants and schools. Ministries and governors' offices are now managing those projects effectively, ensuring that they come in on time and on cost.

IRAQ'S PLANNING MECHANISMS GROWING STRONGER BY WORKING TOGETHER

The GoI has spent time and energy to improve its planning processes at the national, regional, sectoral, and provincial levels. Previous USAID-funded projects have had some major successes improving specific planning mechanisms, including the National Development Plan 2010-2014 (developed by the MoP with extensive assistance

from the USAID-Tatweer project from 2008-2010) and the myriad Provincial Development Plans and Strategies (developed by almost all provinces with assistance from the USAID-Local Governance Programs, 2006-2011).

Now after its second year, USAID-Tarabot's work has not only built upon those important earlier efforts, but strengthened their intrinsic linkages. National level planning is increasingly reliant on local inputs, evidenced by a new National Development Plan with an immense provincial development budget. Local planning is now increasing empowered and better-coordinated with central entities, resulting in capital projects portfolios that address articulated needs while maximizing impact and cost value. Line ministries, governors' offices, and the Ministry of Planning are working in an increasingly harmonized system that is sustainably steering billions of dollars not only to Iraq's neediest sectors, but to its neediest towns and people as well.

Tarabot's 357 billion dollar legacy: Iraq's National Development Plan 2013-2017

The most visible product of USAID-Tarabot's ongoing planning assistance over the past year was the development and approval of the National Development Plan (NDP) 2013-2017. Approved by the Council of Ministers in May 2013, the new NDP calls for US $357 billion of investment to drive diversified economic and social development in Iraq.

USAID-Tarabot worked hand-in-hand with the Ministry of Planning from the latest plan's beginnings in 2011. Tarabot's developed the macroeconomic framework for the plan itself and provided technical support to each of the 13 sectoral committees responsible for drafting the plan. Each sectoral committee included broad representation from federal and provincial governments, as well as civil society and academic actors. Finally, the plan was discussed, drafted, and vetted in a series of Tarabot-sponsored conferences that brought hundreds of diverse representatives from every corner of the country.

Some of the main features of the new NDP include:

- Capital investment of US $357 billion dollars, funding over 5,800 targeted critical infrastructure and development projects, over the coming five years.

- Strategic catalyst investments to non-Energy sectors including Agriculture, Industry, and Tourism in order to take significant steps towards a diversified Iraqi economy.

- A plan to create jobs and decrease unemployment to 6% by the end of 2017.

Selecting development projects that meet national and local needs for the long term

In theory, Iraq's provinces benefit from two distinct sources of funding for infrastructure and investment projects: centrally-funded projects implemented through ministries, and regional development funds for projects implemented through each province's governor's office. However, the results of this system often manifest in poorly coordinated or redundant projects that are not in line with national objectives or the articulated needs of the province's citizens.

USAID-Tarabot's assistance includes strengthening the actual planning process by aligning project selection with NDP goals, utilizing highly technical project selection criteria, and providing on-the-job assistance to adopt and implement these new skills and systems. By the end of this process, several partner ministries and governors' offices have employed a rigorous system for project selection and developed high quality project lists for years 2013 and 2014.

Tarabot helps GoI Entities select projects based on economic, social, financial, spatial, and environmental considerations.

At the same time, the Planning Advisory Unit assisted several provinces to establish and stand-up Provincial Projects Steering Committees. These steering committees put officials from the line ministries, the governor's office, and other

provincial stakeholders at one table to discuss, debate, and ultimately select the projects that will be the most beneficial for the province. By the end of the second year of the project, five provinces – Babil, Basrah, Diwaniyah, Muthanna, and Ninawa - have completed the entire cycle.

In Muthanna, for example, the Steering Committee applied its new technical skills, selection criteria, and an ongoing interface with
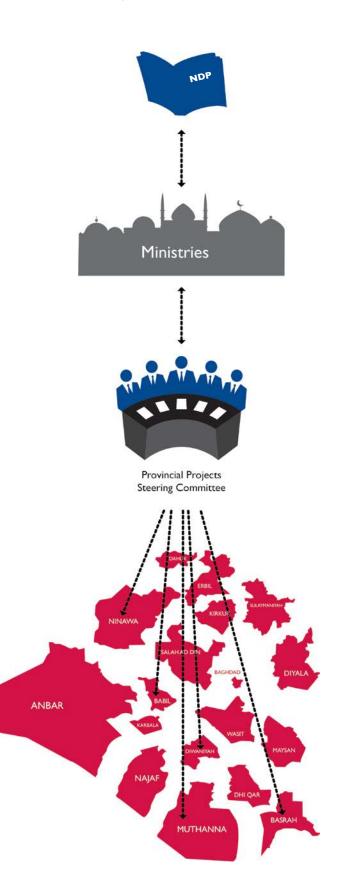
"USAID-Tarabot's help has already improved our portfolio of projects for the 2013 budget year, and we ourselves will comprehensively apply these rating techniques and selection criteria as we make our project selections for 2014."

– Ra'ad Hamza Alwan Al Juboori,
  Chairman of the Babil Provincial Council

ministry officials and other stakeholders to develop a well-rounded list of capital projects for 2013. Some of the projects chosen include a pair of key irrigation projects and a new secondary school. Each project selected reflects recognition of both local and national development goals, particularly in a drought-ridden province that registers among the lowest secondary education test scores in Iraq. In Basrah, the committee selected projects that ranged from building four much-needed water controllers in Qurna to constructing a college of dentistry in the province's capital city.

After USAID-Tarabot's assistance, GoI decision makers will be properly equipped to bring in the help and expertise needed to revitalize develop and implement strategies to use resources efficiently, build key infrastructure, enhance the economy, and ultimately to elevate quality of life for the citizens.

FROM NATIONAL PLAN TO LOCAL IMPACT:
IMPROVING IRAQI GOVERNMENT'S VISION AND DELIVERY

NDP

Ministries

Provincial Projects
Steering Committee

NATIONAL DEVELOPMENT PLAN

With Tarabot assistance, the Ministry of Planning created the new National Development Plan. This strategic blueprint calls for $357 billion in Iraqi investment that will contribute to the quality of life of everyday Iraqis.

MINISTRY LEVEL

Tarabot works with 25 ministries to improve procurement and project management systems. The GoI publicly announced 22 opportunities for projects, a 1100% increase from a year ago.

With USAID-Tarabot's help, the Government of Iraq is piloting 17 key projects with internationally-recognized project management systems. These crucial infrastructure projects will help Iraqis' quality of life for years to come. Example projects include the efficient completion of a power plant in Basrah, the Seyidat Najat Church church that was destroyed by terrorists, and a wastewater treatment plant in Babil.

PROVINCIAL LEVEL

Project steering committees in Babil, Basrah, Diwaniyah, Muthanna, and Ninewa work across federal and provincial lines to prioritize and select projects for their provinces. These committees include wide representation from Governors' Offices, provincial offices, ministries of municipalities and public works, academia, and civil society. USAID-Tarabot designed this committee model, established procedures, and introduced project selection criteria based on international standard practices.

LOCAL LEVEL

At the street level, USAID-Tarabot introduced the One-Stop-Shop service center model, where various paper-based services are streamlined so that same-day completion can be met. They have been embraced by GoI in various ministries, including:

- Ministry of Justice, Notary Public Services
- Ministry of Municipalities, municipal services (water, electricity, local roads)
- Ministry of Migration and Displaced, internally displaced person registration and benefits administration

"The Ministry of Transportation is among the most important Iraqi ministries because it touches most lives daily through land, air, or marine transportation. USAID-Tarabot has worked with us since the first days of 2012, and it has since helped us optimize our planning and project capabilities in order to provide the best services for our citizens. The outcomes of this partnership have been significant."

- Mr. Benken Rekani, Deputy Minister of Transportation

PUBLIC PROCUREMENT REFORMS OPEN UP IRAQ TO INTERNATIONAL BUSINESS

USAID-Tarabot has made extensive headway in its efforts to implement a unified procurement system in Iraq. Through an integrated package of capacity-building activities, systems reform, and incremental culture change surrounding procurement, USAID-Tarabot's work is improving the GoI's procurement system to meet internationally-accepted practices.

The immediate impact of this work is evident, as numerous GoI entities began tendering their business publicly, opening the doors for international and local firms alike to compete for business in a more transparent process. With contracts awarded ranging from a few thousand dollars up in excess of US $1 billion, the Iraqi public procurement system is unquestionably working to provide better services and structures for the Iraqi people.

Number of GoI entities publishing tenders increases 1100% from 2012

The public release and distribution of tenders is among the key requirements for an effective and transparent procurement system. With USAID-Tarabot's assistance, the GoI had made significant strides forward in this key facet of procurement reform. Among the most well-known and recognized public venue for announcing public tenders is dgMarket, an openly-accessed web portal that allows any user to browse international procurement opportunities. The GoI, unlike much of the rest of the world, had zero opportunities posted to dgMarket in 2011. However, change was demonstrated in 2012 when two of Tarabot's most robust counterparts in procurement improvement and reform, the Governors' Offices in Babil and Najaf, began advertising their opportunities. This coincided with the Tarabot project's first full year of implementation. By the midpoint of 2013, 22 GoI entities were now actively announcing tenders on the portal. Advertising on dgMarket and other publicly accessible forums (including on Ministry and Governors' Office (GO) websites) has been chief among USAID-Tarabot's recommendations since the outset of the project. It is not a coincidence that the entities publicly announcing their tenders are also among Tarabot's closest counterpart ministries and Governors' Offices.

Impact: Millions of dollars in GoI tenders issued according to international best practices

The Government of Iraq increasingly recognizes that it cannot tackle the immense infrastructure and institutional problems it faces alone. Large scale projects such as this require expertise that only an international vendor can offer. USAID-Tarabot is working to ensure that the Government of Iraq can utilize its substantial investment budget through fair and transparent procurement systems, ultimately leading to a conducive environment for international businesses and better services for the Iraqi people.

TARABOT IMPACT ON SERVICE-DELIVERING INFRASTRUCTURE: PROJECT MANAGEMENT IMPROVEMENT

The second year of USAID-Tarabot's assistance in the field of infrastructure project management was marked by a transition from GoI offices and training halls to actual construction sites throughout the country. Over the first phase of the project, GoI entities bought into the concepts of the international-standard PM system promoted by USAID-Tarabot. Eleven counterpart ministries and governors' offices established Project Management Offices (PMOs), providing unified planning and implementation oversight capabilities. Hundreds of GoI engineers participated in Tarabot's training courses on internationally-accepted PM processes, feasibility studies, and modern costing and scheduling techniques. In year two, the GoI established proof-of-concept by employing its new structures, systems, and skills on a set of 17 pilot projects, including the example projects listed in the table below.

Project scheduling and costing systems address ongoing project issues in Iraq

One of the main pillars of USAID-Tarabot's technical assistance to improve GoI capital investment projects is the introduction and utilization of modern project scheduling systems. Following months of training and technical assistance from USAID-Tarabot's Project Management Advisory Unit, several GoI entities, including the Najaf and Ninawa Governors' Offices, took the major step forward and formally adopted the MS Project as their mandatory project scheduling system. MS Project is an integrated software package that provides GoI project managers a set of straightforward, automated tools to assign resources, manage budgets, and track progress as capital investment projects are constructed. The software is a key pillar in any internationally-recognized project management system, and USAID-Tarabot has been accordingly persistent in training on and promoting the software across the GoI.

Pilot projects scale up to pilot portfolios

The successful implementation of these projects has already sparked a scaling-up initiative inside several GoI entities. The Babil Governor's Office portfolio of projects now includes 10 major capital investment projects. This portfolio of projects is valued at approximately 120 billion IQD and represents a significant segment of the Babil regional development budget. This development demonstrates that Babil has scaled up implementation beyond the single project pilot phase and into a full-scale rollout of the systems, tools, and techniques that have been promulgated by USAID-Tarabot over the past two years.

GOVERNMENT PROJECTS THAT USE NEW PROJECT MANAGEMENT SYSTEMS

GOI IMPLEMENTER	PROJECT NAME	LOCATION	VALUE
MoEL	Al-Najibiya Power Plant	Basrah	US $271m
Ninawa GO	Al-Najar Iqtisadiyeen Bridge	Ninawa	US $16m
Babil GO	Wastewater Treatment Plant	Babil	US $12m
Najaf GO	Al-Askareen Tunnel	Najaf	US $11.3m
MoCH	Materials Quality Testing Laboratory	Baghdad	US $8m
MoA	Refrigerated Crop Storage Warehouse	Wasit	US $2.5m
MoMD	Provincial Branch Office, serving IDPs	Muthanna	US $2m
Diwaniyah GO	Secondary School Campus	Diwaniyah	US $1.5m
MoCH	Sayyidat Al-Najat Church	Baghdad	US $600k

RESTORING FAITH: USAID-TARABOT ASSISTS ENGINEERS TO REBUILD IRAQ'S OUR LADY OF SALVATION CHURCH

Sayyidet Al Najjat, or Our Lady of Salvation Church, in Baghdad was gutted in a deadly terrorist attack in 2010. Scores were killed, hundreds were injured, and the building itself was damaged. The attack sparked protests around the world. Like other faiths in Iraq dislocated by the violence, Christians were losing faith that they could safely worship again. But millennia of tolerance and diversity proved them wrong. The Ministry of Construction and Housing (MoCH) pledged to rehabilitate the church, as they've done for other places of worship damaged in conflict. The ministry began work on this sensitive, US$2 million project in 2012, however several segments of the project had fallen behind schedule. With USAID-Tarabot's expertise, the MoCH team was able to speed up completion by using state-of-the-art project management software to develop aggressive timelines and stringent allocation of resources.

BABIL GOVERNORATE ADOPTS PM SYSTEMS WIDELY, AIMS TO IMPROVE WATER QUALITY

The Babil Governorate employed Tarabot's suggested MS Project system and project estimation techniques on the new Babil Waste Water Treatment Plant. This plant is wholly integrated with the province's existing water treatment network and significantly increases the province's capacity to properly manage sewage and waste water.

With USAID-Tarabot's assistance and the GO's formal buy-in, the PM tools were able to identify and rectify some major deficiencies in the project's plan. For example, Babil province engineers originally expected that the plant would need 75 days to come online and connect to the existing water treatment network. During this time, sewage discharge would pass through, unfiltered, directly into the Euphrates River. Using the tools and techniques provided by USAID-Tarabot, Babil province engineers were able to reduce this time by over 30 days. With 18,000 M3 of water passing through on a daily basis, this improvement will greatly reduce the negative health and environmental impact in Babil and its neighboring provinces.

SAVING PROJECT TIME AND GOVERNMENT MONEY THROUGH BETTER PROJECT MANAGEMENT

With a total of 36 resident engineers' offices employing over 340 engineers, the Najaf GO is now employing MS Project on its projects. After calling for the system's usage, at least one on-the-ground improvement became quickly apparent. Using MS Project and other international-standard project management processes imparted by USAID-Tarabot, the Najaf GO carried out a scheduling study of the Al-Askreen Tunnel Project. This project, valued at US$11.2 million, is a critical road project linking major hubs in provinces of Najaf, Karbala, and Diwaniyah.

Despite being one of the largest and most strategically important projects in the province, the project suffered from delays, cost overages, and a lack of coordination between GO engineers and the implementing firm. USAID-Tarabot advisors conducted several workshops and performed numerous site visits to the Al-Askreen project to provide hands-on technical assistance to the GO engineers. As a result, the MS Project report showed that the project delays were significant and needed immediate correction in order to complete the project within an acceptable period. The contracting firm responded by significantly increasing the size of key worker groups in order to rectify the time lag of implementation.

DIWANIYAH SELECTS SECONDARY SCHOOL AND RURAL ROAD ACCESS CONSTRUCTION PILOT PROJECTS

USAID-Tarabot's ongoing assistance to establish and stand up the Diwaniyah Project Management Office (PMO) took a significant major step forward in 2013 when the province announced three new pilot projects. The projects include the new "Ein Al Shams" secondary school, a rural road, and a multi-story parking garage in the city's downtown center area. These three projects will serve more than 100,000 citizens annually. With a total provincial population estimated at around 440,000, the GO expects these projects to affect nearly 25% of the province's entire population. The combined budget for the pilot projects is about US$6.25 million.

A well-trained and professional Diwaniyah PMO team, built through ongoing assistance from USAID-Tarabot, implemented these three projects. Diwaniyah's engineers took steps to ensure that these projects are properly scoped, properly priced, and realistically scheduled through the usage of internationally-recognized tools and techniques. Diwaniyah engineers assembled a Work Breakdown Structure (WBS) and MS Project schedule for each of the projects. They subsequently used them in negotiations to push the selected local contractor to complete the school project on time. With the success of these three projects, the Diwaniyah PMO is expected to scale up these systems to encompass more and more of the province's project portfolio in the coming years.

NOTABLE GOI PROCUREMENTS FROM THE PAST YEAR

• USAID-Tarabot provided technical assistance to the Basrah governor's office for the release of a tender for the design of a city sewage and storm water collection system. The expected value of the pending contract is around US$650,000. Many of Basrah's sewerage networks are not integrated, exposed to open air, undersized and frequently clogged, contributing to unsanitary conditions for many citizens.

• The Ministry of Electricity recently contracted the Greek Mytilineos Group for a US$1 billion project to construct a 1600MW power plant in Iraq's Anbar province. Once complete, this plant will close the gap of Iraq's electricity production vs. demand by almost 33%.

• With USAID-Tarabot's assistance, the Iraqi Ministry of Transportation's State Company for Maritime Transport (SCMT) has released several tenders valued over US $385 million for the procurement of maritime vessels, including eight heavy transports among other shops. Iraq's Umm Qasr port is Iraq's main shipping port. Imports handled there include grain shipments and heavy equipment.

> **"USAID-Tarabot knew very well the way forward. Iraq needed this assistance to raise the efficiency of state institutions' performance, in reconstruction and providing services to the citizens."**
>
> Thamer Ghadbahn, Chairman of the Prime Minister's Advisory Council

GoI Certified Project Management Professionals (PMPs) poised to take the lead after Tarabot

The rigorous study and honed set of skills required to achieve this certification make PMP-certified candidates among the most coveted in both the public and private sectors. While the PMP is arguably the most widely-recognized project management certification in the world, Iraq has struggled to generate certified practitioners. At the beginning of the USAID-Tarabot project, the PMI's online registry indicated that there were fewer than 20 PMPs certified throughout Iraq. That figure is poised to increase tenfold before the end of the project. The foundational concepts and skills required to attain the PMP are incorporated into all of USAID-Tarabot's PM training courses, and the project has transferred PMP-compliant systems to each of its counterpart entities. As a final measure for sustainability, USAID-Tarabot has worked directly with chosen groups of engineers in select GoI entities to help them prepare for the PMP exam and to identify and coordinate with regional testing centers. The MoO alone is now poised to nearly double Iraq's number of PMPs before the end of 2013, while other ministries and Governor's Offices are following suit.

SYSTEMIZING THE GOI'S CAPABILITY TO MONITOR IMPACT AND SUSTAINABILITY: IRAQ DEVELOPMENT MANAGEMENT SYSTEM

As the final component of USAID-Tarabot's capital investment improvement approach, the Iraq Development Management System (IDMS) software plays an important role in overseeing and sustaining improvement to the various aspects of the process. The system is designed to automate, manage, and monitor much of Iraq's public investment cycle. The information gathered by the IDMS accordingly feeds into the decision-making process in planning and will illuminate project implementation performance by ministry, sector, or individual projects. This information will allow GoI officials to make wiser decisions with its capital investment resources and to better identify and address any weaknesses in implementation. The system has been officially adopted by the Ministry of Planning, which has mandated its usage to all GoI ministries. As part of the ongoing transition away from the ministries' outdated capital investment management systems, USAID-Tarabot has trained targeted ministry staff members to update and enter project information into the IDMS, query the system for information, and generate statistical reports on capital investment projects and their implementation progress.

Ministries with projects entered into the IDMS include:

MoP	MoCH
MoTR	MoA
MoHED	MoH
MoED	MoMD
MoEN	MoHR
MoMPW	MoC
MoLSA	MoYS

USAID-Tarabot has also provided extensive, ongoing technical assistance to the MoP's IDMS Help Desk. This Help Desk was established at the suggestion of the project and has been involved in each step of the system's government-wide rollout. Help Desk employees have collaborated with USAID-Tarabot IDMS staff to train the various GoI entities on the system's usage. After USAID-Tarabot closes down, the IDMS Help Desk will be responsible for IDMS training and troubleshooting across the entire GoI.

INSTITUTIONALIZING SUSTAINED IMPROVEMENTS: IRAQ CENTER OF GOVERNMENT EXCELLENCE

Over the past two years, USAID-Tarabot enjoyed significant success working with 10 GoI partner entities to improve their organizational performance (OD), quality management (QM), business processes (PD), and service delivery practices. USAID-Tarabot engaged at the institutional level, and each program was tailored to fit that particular counterpart's specific needs. While this approach generated many results, progress and prospects for sustainability were uneven between GoI counterparts. This was due in part to organizational differences, not only in mandates but also in attitudes.

However, in order to ensure broader impact and sustainability towards the end of the project, USAID-Tarabot refocused the aforementioned

activities into an integrated "Center of Excellence" approach. This model, successful throughout the Middle East, aims to establish a public institute for assessing government performance and granting "Excellence Awards" to the strongest entities in the GoI. This model operates at a supra-institutional level and will serve as a catalyst for GoI entities to improve services, promote a culture of accountability, foster innovation in the workplace, and pursue efficiency in Iraq's public sector.

Similar to Jordan's King Abdullah II Center for Excellence model, the Iraq Center for Government Excellence (ICGE) will deliver annual awards to public servants and government institutions for the best performance in public service. In addition to its role as an assessor body, the ICGE will also provide technical support to GoI entities, along the defined excellence guidelines, to improve their management, organizational performance, and service delivery.
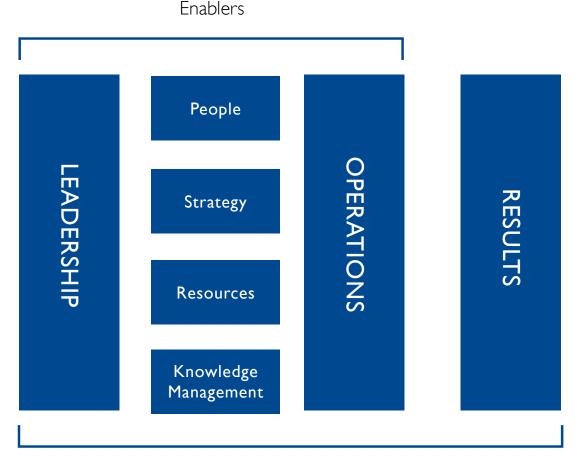
USAID-Tarabot's focus has shifted beyond providing individualized organizational development and quality management consulting services for GoI entities. Instead, the new ICGE initiative is working to design guidelines and toolkits for the center to use with GoI entities to improve in those fields.
As institutions improve along these guidelines, they will become eligible to compete for and win prestigious ICGE government excellence awards.

OTHER RESULTS OF USAID-TARABOT'S SERVICE IMPROVEMENT APPROACH IN 2012-2013

- The MoYS adopted a Tarabot-developed Youth Survey Methodology nationwide.

- Dedicated Organizational Development Units established in MoLSA, MoMD, and the Universities in Babil, Basrah, and Mosul with extensive Tarabot assistance.

- COMSEC, MoCH, and MoHED compliant with ISO9001 Standards through USAID-Tarabot training and technical assistance.

- Business processes mapped, analyzed, and streamlined in the MoA and MoTR.

CENTER OF EXCELLENCE AWARDS CRITERIA

Enablers

LEADERSHIP

People

Strategy

Resources

Knowledge Management

OPERATIONS

RESULTS

Learning, creativity and innovation

USAID-Tarabot originally proposed the ICGE model to the PSM and PMAC in 2012. The project worked directly with Dr. Thamer Ghadban, the chairman of the Public Sector Modernization Committee, to refine and flesh out the concept for several months, and then formally launched the ICGE as a joint Tarabot-PMAC initiative at a conference in May 2013. The shift in focus to the ICGE was a purposeful, strategic move aimed to sustain the impact made by Tarabot's longstanding program of organizational capacity building initiatives and technical assistance.

ONE-STOP-SHOP SERVICE CENTERS: IMPROVED CITIZEN SERVICES IN THE GOI SPOTLIGHT

USAID-Tarabot introduced the One-Stop-Shop service center concept to make a rapid, tangible impact in Iraq's struggle to deliver public services. In the second year of the project, the concept took major steps toward becoming a reality in the lives of Iraq's citizens. The GoI is currently on a trajectory that will not only break ground on several service center facilities in the final year of the project, but many more in the years to come.

One-Stop-Shop design developed

USAID-Tarabot, working in collaboration with its partner ministries, developed a professional, scalable architectural design of a One-Stop-Shop service center. USAID-Tarabot's design reflects the principles of linear business flow, customer comfort, and easy access for physically disabled persons.

One-Stop-Shop concept launched

In partnership with the Prime Minister's Advisory Council, the One-Stop-Shop service center concept and design was launched at a conference in April 2013. Four hundred delegates attended. During the event, a number of senior officials called for ministries to include these service centers in their 2014 investment budgets and to begin streamlining and automating service systems immediately.

One-Stop-Shop software systems in progress

The transition from "one-time processing" to "one-time completion" customer interactions requires a complete shift from paper-based to automated systems. In order to accomplish this, USAID-Tarabot's Service Centers Unit worked with counterparts in the MoMPW and the MoJ to thoroughly analyze and re-engineer each process to ensure efficiency, effectiveness, and compliance with One-Stop-Shop principles.

ONE-STOP-SHOP SITES SELECTED AND SET TO BREAK GROUND IN 2014

MINISTRY	SERVICE	SITE STATUS	LOCATION
MoMPW	Municipal Services	Three sites selected, Bill of Quantities (BoQs) assembled, and the ministry is currently incorporating them into their 2014 budget.	Ramadi, Diwaniyah, and Kut
MoJ	Notary Public	One site selected, BoQ assembled, and the ministry is currently incorporating in the 2014 budget.	Baya'a, Baghdad
MoLSA	Social Safety Net	One pre-existing site selected, and the ministry is working to secure 2013 cost-share funding for its rehabilitation.	Baghdad

Iraq's Ministry of Municipalities and Public Works (MoMPW) issued a request for Expressions of Interest seeking IT companies to design the One-Stop-Shop software package, with an estimated value of US$1.5m. In its first week, the solicitation garnered four expressions of interest from international companies, including an American firm.

The MoMPW plans to eventually deploy this customized software package to over 200 One-Stop-Shop service centers and MoMPW offices across Iraq, each of which will offer 11 different services to an estimated 300 citizens per day. The USAID-Tarabot One Stop Shop Unit worked extensively with the MoMPW throughout this process, including providing assistance to map each service' business process, draft Standard Operating Procedures, and develop a Service Guide Manual, in addition to developing the terms of reference and software requirements for the aforementioned solicitation. These reengineered and standardized processes will help create a culture of transparency and consistent service at these government centers, replacing the disorganized, delay-ridden system that currently prevails.

The product of this exercise subsequently became the basis for the design of customer service center software, which the GoI is currently having developed on its own funds.

In August 2013, the COMSEC issued an instruction to all government entities to move forward with One-Stop-Shop service centers as appropriate to each entity's mandate. The instruction stated that funding for these centers will be provided as part of the normal budgetary process. USAID-Tarabot is now providing hands-on technical assistance to the

ongoing One-Stop-Shop centers slated to be built before the end of the project. Additionally, USAID-Tarabot is supporting each of its partner ministries to develop long-term plans to scale up the deployment of One-Stop-Shop centers across the nation after the completion of the project. As a final indicator of the impact and sustainability of the One-Stop-Shop program, numerous other ministries have approached the project and partner ministries to ask for assistance in implementing their own One-Stop-Shop service centers.

CHAPTER FOUR

NATIONAL POLICY MANAGEMENT

In the years after the conclusion of USAID-Tarabot, Iraq's citizens will benefit from a government that is capable of translating social and economic priorities into law and subsequently into changes on the ground. Over the past two years, USAID-Tarabot laid the foundation for the future of effective policymaking in Iraq. The project assisted the GoI to establish its first policy units in the Prime Minister's Office, Presidency, and several ministries. These represented Iraq's first institutions dedicated to policymaking. USAID-Tarabot assisted Iraqi policymakers to learn and apply tools in policy development, analysis, implementation, outreach, and evaluation.

With USAID-Tarabot's assistance, Iraq's policy development and regulatory reform systems are now working to directly address some of the critical issues facing its citizens in an inclusive manner. Through mid-2013 Tarabot-supported policy offices and bureaus in the GoI have drafted a number of key policies and implemented targeted regulatory reform, all while facilitating broad outreach and engagement with Iraq's varied stakeholders. This marks a stark improvement from Iraq's

policymaking processes of the past, when formulation and implementation systems were decidedly less inclusive or defined. USAID-Tarabot will assist the GoI to continue to embrace its policymaking responsibilities and tackle the key issues facing Iraqis for the remainder of the project and the years beyond.

POLICY IMPACT: TARABOT'S ASSISTANCE CULMINATES WITH THE INTRODUCTION OF NEW GOI POLICIES

The establishment of the Prime Minister's Office of Policy Development and the Presidency Diwan Bureau of Public Policy were among the National Policy Management (NPM) component's crowning achievements in the first year of the project, during which about 40 staff members of the policy bureaus, offices, and unit at the executive level and in ministries were fully trained in the principles and skills of policy development. During Year 2, the program shifted to "practicum" mode with the newly minted GOI policy experts taking the lead to work their way through real-life and real-time policy initiatives. With

USAID-Tarabot's ongoing assistance, several new policies were drafted and introduced through these offices. The activation of the policy development process in earnest reflects not only the GoI's matured vision for policy in the country, but also the wide impact and long-term sustainability of USAID-Tarabot efforts.

FROM THE OFFICE OF POLICY DEVELOPMENT IN THE PRIME MINISTER'S OFFICE

The Office of Policy Development (OPD) in the Prime Minister's Office took on several notable policy areas. With NPM's assistance, the OPD has strengthened its policymakers' skills, carried out debates and roundtables, and ultimately drafted policies to address several critical issues. Some of the OPD's policy work in the 2012-2013 year focused on Iraq's postal service, groundwater management, university faculty rankings and promotion, desertification, and youth unemployment.

FROM THE BUREAU OF POLICY DEVELOPMENT IN THE PRESIDENCY OF THE REPUBLIC DIWAN

The Presidency of the Republic Diwan is increasingly able to fulfill its own unique policy mandate, thanks in large part to concerted technical assistance and training from USAID-Tarabot's NPM team. In its first year of existence, the Bureau of Policy Development in the Presidency Diwan is developing some of most innovative policy solutions in the region.

ADDRESSING SECTOR SPECIFICS: POLICY DEVELOPMENT IN THE MINISTRIES

In addition to the high-profile policy work at the executive level, USAID-Tarabot has provided extensive assistance to ministry-level policymakers. USAID-Tarabot has distinctive approaches for economically-oriented ministries and social affairs-oriented ministries. USAID-Tarabot's assistance is delivered through a series of tailored policy development capacity building workshops covering policy development, analysis, implementation,

outreach, and evaluation. USAID-Tarabot's program culminates with the hands-on development of policies identified and chosen by attendees. Through this approach, each ministry is working to sustainably address issues under its field of purveyance through effective policy development.

ECONOMIC MINISTRIES & AGENCIES	SOCIAL MINISTRIES
MoEL	MoLSA
MoIM	MoMD
MoT	MoHR
MoA	MoENV
MoO	
NIC	

ENSURING CITIZEN IMPACT THROUGH POLICY OUTREACH

Social and economic inequalities arise when sectors of society are detached from the policymaking process, contributing to social and economic inequalities. USAID-Tarabot's NPM component assisted the GoI to address this problem by establishing robust mechanisms for consultation with ministerial, provincial, private, and civil society stakeholders on policy issues.

A POLICY REMEDY FOR YOUTH UNEMPLOYMENT

Unemployment in Iraq spiked in 1988 and has remained high since. Youth unemployment in particular has been a problem, with a generation of young people unable to live up to their potential and prone to turn to crime and violence.

The OPD drafted a policy paper to better frame this issue, identify a strategy to mitigate it, and offer several solutions. The paper details the distinct employment challenges facing educated and uneducated youth, as well as urban and rural youth. The paper also notes that social benefits alone do not constitute a sustainable long-term solution and that the private sector must take the leading role. The paper suggests a strengthened private sector, enabled through regulatory and legal reform, to address most aspects of this problem.

This paper was presented to senior officials from MoLSA, MoHED, MoED, MoA, MoF, MoP, COMSEC and numerous university and private sector representatives. The participants agreed that the private sector was key to reducing youth unemployment, but only if the government supports its development.

COMBATING DESERTIFICATION IN IRAQ'S LARGEST AND MOST ARID PROVINCE

The OPD drafted and presented a policy paper titled "Desertification in Anbar Province" in 2013. This policy paper, led by a Senior OPD Economic Advisor, outlines the issue of desertification in Anbar province and proposes a number of solutions. Desertification currently affects 77% of the province's already limited arable land.

The paper suggests three options to combat desertification:

• Investment in greenhouse farming using hydroponic systems.
• Planting pasture land, and legume crops to mitigate over-grazing.
• Reclaim and rehabilitate 18 existing oasis.

The paper was discussed in an open forum including senior officials from the MoA, MoENV, MoLSA, and PMAC, as well as the Universities of Baghdad and Mustansiriyah and numerous private sector representatives. The paper refers to recent MoA projects to combat the problem such as the creation of oasis and natural pastures and points out the political, environmental, economic and security dimensions of these efforts.

ENGINEERING IRAQ'S INDUSTRIAL REVITALIZATION

In 2013, USAID-Tarabot advisors continued to assist the Ministry of Industry & Minerals' (MoIM) newly-established policy unit to design the Iraqi Revival Program for Industrialization (IRPI) policy. IRPI aims to revitalize Iraq's industrial and manufacturing sector through support to micro, small, and medium-size enterprises, as well as establishing government-run business support centers. With assistance from USAID-Tarabot's advisors, the MoIM policy unit has developed a logical framework for the program, a three-pronged intervention design, indicators, and sources of verification at the objective, outcome, and output levels. The program's main services were identified and a management structure was drafted. A detailed work plan was developed for the rest of the year to guide the development of inception documents and to launch the program.

UNLOCKING STUDENT PROSPECTS THROUGH UNIVERSITY ADMISSIONS REFORM

University admissions requirements and procedures are antiquated, often biased, and open to corruption. The OPD addressed this issue through a high-profile policy debate and a paper. USAID-Tarabot trained the OPD team and provided assistance both in the policy paper's development as well as its presentation. The policy proposed that the Ministry of Higher Education give greater autonomy to local universities in the selection and admission of students and allow students more input into choosing their career paths.

The policy calls for new criteria for university admissions, based on an entrance exam, a student's GPA, interviews between the deans and applicants, and incorporation of skillsets needed in Iraq's labor force. The paper notes that university systems in the UK, USA, China, Russia, and other Arab countries use similar criteria. This policy was presented and debated with over 30 senior government officials and business representatives, including the Presidents of Al-Nahrain University, the Technical Foundation, the Syndicate of Businessmen, and the President of the Federation of Industries.

HELPING THOSE AMONG IRAQ'S MOST MARGINALIZED: HOMELESS ORPHANS

Thousands of children are left homeless and displaced all over Iraq, as the immediate result of conflict, poverty, abandonment by parents, and a lack of interest on the part of the government to address their social plight. The Bureau of Policy Development in the Presidency Diwan is in the process of developing a policy paper to address the growing issue of Iraq's orphaned and homeless street children.

Policymakers in the Presidency Diwan worked, with USAID-Tarabot guidance and assistance, to analyze national statistics on street children, current laws and regulations, and existing research undertaken by academics, NGOs , think-tanks, and international organizations. The Bureau also identified its primary stakeholders: the Ministries of Labor and Social Affairs, Human Rights, Education, Health, Migration and Displacement, Planning, Provincial Affairs, Justice, and others. The NPM team has facilitated discussions between the Presidency's Bureau of Policy and numerous other affected stakeholders, including ministries, governorates, and civil society organizations.

BRAIN GAIN: BRINGING IRAQI ACADEMICS HOME

Thousands of academics left Iraq over the past decades, due to oppression, instability, or lack of opportunity. They have had little incentive to return since. Many have degrees from top schools in America, Europe, and the Middle East and are working as professors, engineers, scientists, and doctors - professions that Iraq desperately needs. A great many wish to return to their country, to be part of its rehabilitation, but are prevented by an out-of-date law which restricts accreditation of foreign degrees.

After extensive research and analysis, USAID-Tarabot-trained policy advisors from the Presidency Diwan drafted an innovative new policy to incentivize the return of some of Iraq's thousands of émigré academics. The dissolution of the 1976 law that prohibits the accreditation of foreign degrees was chief among the policy's recommendations for bureaucratic reform. In response to this policy, the Council of Ministers amended Decree 441, one of the laws that restricts accreditation of foreign degrees. This is among the recommendations put forward in the brain gain policy.

The policy also petitions several hundred Iraqi academics to consider returning for a trial period of a year. They argued for the creation of a joint ministerial committee, headed by the MoHE and in partnership with the Ministries of Migration and Foreign Affairs, to develop the program.

PRIME MINISTER LAUNCHES POLICY DEVELOPMENT WEBSITE

Finally, in a landmark moment for Iraq, the OPD established the nation's first ever Public Policy web portal. This site allows visitors to view the current policy agenda, upcoming events, and even allow citizens to submit their feedback, opinions, and ideas digitally for consideration in the policy process. The creation of a public arena for policy debates highlights the medium's broad impact and inherent sustainability for the policy development process to remain transparent and participatory long after the conclusion of the USAID-Tarabot project.

MINISTRIES LAUNCH ONLINE PUBLIC POLICY PRESENCE

The USAID-Tarabot team has assisted in the development of policy websites for the MoEL, MoT, MoIM, MoHR, and MoENV. The websites will have an introduction by the minister, information about the policy unit, and links to other policymaking entities within government and civil society organizations. These pages will help ministry policy units to publicize their work and build partnerships.

This is a strong measure of impact and sustainability of the linkages fostered by USAID-Tarabot in the policy development process.

ENGAGING CSOS: OVER 150 IRAQI CIVIL SOCIETY ORGANIZATIONS BROUGHT TO THE POLICY TABLE

The NPM team also facilitated a number of unprecedented policy outreach initiatives in

2013, bringing together GoI policy makers with a huge number of non-governmental stakeholders. These events ranged from high-profile policy debates and policy roundtables to smaller meetings and networking discussions. With USAID-Tarabot's assistance, the GoI is now able to interface with hundreds of civil society sector stakeholders, including NGOs, universities, women's organizations, think tanks, professional associations, and private sector organizations. These stakeholders are essential policy shapers, and their formalized inclusion

VULNERABLE GROUP ADVOCACY NGOS

AlKauthar for Orphans
Omatuma Foundation for Disabled Persons
Karbala Family and Childcare Organization
Diwaniyah Association for the Care of Poor Families

ACADEMIA AND THINK TANKS

Progress Institute for Development
Iktasaduna for Sustainable Development
Estiqraa for Research and Studies
Iraqi Institute for Economic Reform

GENDER ORGANIZATIONS

Baghdad Women's Group
Tammoz for Development
Um Al Yateen Foundation
Women's Rights Center Babil

MEDIA ASSOCIATIONS

Al Mada Institute for Media and Culture
Hakika Center for Media Development
Women Journalists without Borders
Tareeq al Shaab Newspaper

AGRICULTURE ORGANIZATIONS

Abu Ghraib Center for Agribusiness
Babylon for Agriculture & Livestock Development
Ruboo Al Rashid for Development
Al Rafai for Agricultural Development

reflects a sustained inclusive policymaking process that will directly impact Iraq's citizens.

SUSTAINING AND BUILDING IRAQ'S POLICYMAKING SKILLS THROUGH UNIVERSITIES

As a final measure of sustainability, USAID-Tarabot worked extensively in collaboration with the MoHE to train university professors across Iraq on the public policymaking process. In 2013, USAID-Tarabot trained professors from the Universities of Baghdad, Nahrain, Mustansiriyah, Qadissiyah, Wasit, Anbar, Mosul, and Dhi Qar.

The objective of this intensive program was to train professors to lead an introductory course in public policy in their respective university. With MoHED support and USAID-Tarabot's technical assistance, the universities are expected to offer this introductory course in the coming academic year. Additionally, this program is designed to initiate the longer-term

project of developing comprehensive public policy curricula in Iraq. Public policy is not taught in Iraqi universities with the exception of Al-Nahrain University. The launch of public policy coursework at the university level will coincide with the completion of USAID-Tarabot's assistance, with the project's legacy evident in the cycle of sustained education and improvement in Iraq's policymaking process.

IRAQ SOLUTIONS FOR REGULATORY AND ADMINISTRATIVE REFORM

With over 25,000 laws and ministerial decrees on the books dating back decades, Iraq's legal framework is not business friendly nor does it help the government to deliver services to citizens. USAID-Tarabot's Iraq Solutions for Regulatory and Administrative Reform (ISRAR) program has worked with high-level government partners and private partners to launch a national review of regulations, based

WOMEN'S GROUPS UNITE TO STAKE CLAIMS AT IRAQ'S POLICY TABLE

In late 2012, USAID-Tarabot hosted a policy roundtable and workshop for over 60 representatives from some of Iraq's most important gender-advocacy organizations, including the Al-Amal Organization, Baghdad Women's Association, and Women for Peace. USAID-Tarabot presented an overview of the public policy process in Iraq and the role of women in policymaking. The group debated key issues facing women today in the workplace, education, health, and government and discussed practical ways to lobby government and help NGOs to have greater effect on policy advocacy and the policy process. The focus was not only on combating discrimination, but looked at broad areas where women's roles could be both enabled and enhanced.
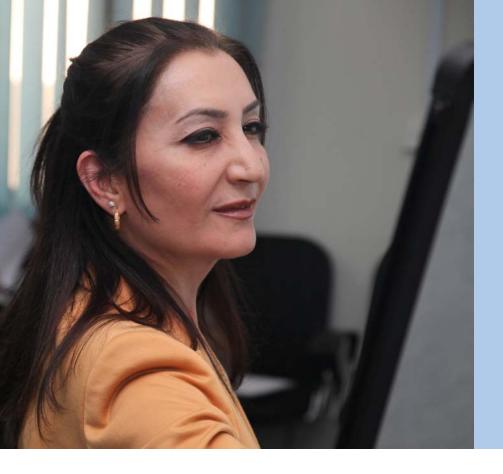
on the regulatory guillotine method used widely around the world. ISRAR's objective is to find and alleviate problems that hold back economic growth, while building a long-term strategy and capacity for comprehensive regulatory reform in Iraq based on sound microeconomic principles of free markets and open borders.

In the first year of the project, ISRAR worked with the Prime Minister's office to implement reform and develop an initial package of recommendations focused on key areas of the World Bank's Doing Business Report: construction permitting, import-export licensing, and new business registration. The first package, once fully implemented, is expected to produce around US $1 billion in cost savings to businesses and consumers over 5 years. The recommendations and potential impact of ISRAR's initial package persuaded the GoI to expand ISRAR activities across the entire national government. It established reform units in 26 ministries and government institutions and committed US $4 million in Iraqi cost-share funding to create and maintain a central unit for sustained regulatory reform to carry on ISRAR's work.

The women's groups issued two broad policy recommendations: 1) the elimination of all laws and regulations that discriminate against women, and 2) the review and improvement of existing laws that address women's status and well-being, especially regarding social status and health issues.

The consensus of the forum was clear: women are an integral part of Iraq's public policy process. This was evident as women's groups participated in numerous other GoI policy debates and discussions in 2013, articulating their views on the policy issues at hand, as well as advocating for incremental reform in line with their self-identified policy recommendations.
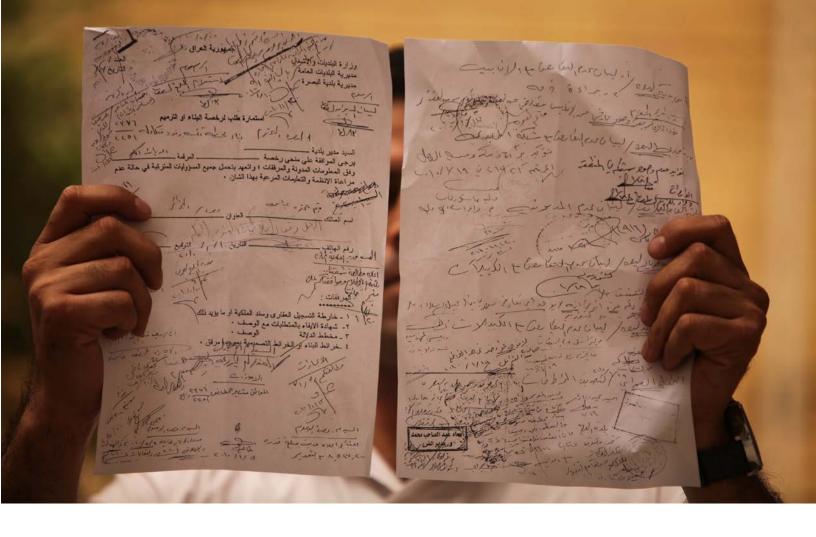
ENABLING NEW BUSINESSES AND EMPOWERING IRAQ'S PRIVATE SECTOR

With assistance from the USAID-Tarabot ISRAR program, the Ministry of Trade (MoT) has implemented a series of reforms and improved the new company registration process. ISRAR reforms have eliminated several layers of bureaucracy, including unnecessary waiting periods, inspections, and document requirements. These changes have reduced the processing time to register a new company in Iraq by at least 20 days. Applicants can now review the status of their applications online, instead of repeatedly following-up in person at the ministry. The MoT has also dedicated a One-Stop-Shop facility for administering new business registration services designed to save companies the time and expense of visiting four separate offices during the registration process.

STREAMLINING CONSTRUCTION PERMITS

In Iraq, construction permits are difficult to secure. Depending on the size and location of the project, a prospective builder requires between 20 and 50 separate approvals from bureaucrats and technicians in ministerial and provincial offices. In consultation with the MoMPW and Baghdad Mayoralty, ISRAR developed a set of reforms based on international best practices for the issuance of construction permits. The reforms include transferring approvals for building permits less than 1000m to local government

offices, providing an automatic approval to a builder if a decision is not made by deadline and assigning a single employee to handle a building application from start to finish. Advisors from the ISRAR project have worked closely with PMAC and key leaders from several ministries to build support for these reforms. The legislation that will lay the groundwork for ISRAR's recommendations is currently in the final stages of review by PMAC and is expected to be issued by the Council of Ministers by the end of October 2013. ISRAR will continue providing technical assistance in order to implement the reforms once the new regulations are issued by helping the GoI monitor compliance and measure the impact of reform.

EASING IRAQ'S DAMAGING RESTRICTIONS ON IMPORTING AND EXPORTING

Iraq's strategic location and ability to operate as a regional trading hub in a diversified economy are a foundation of future economic security. However, these advantages are being squandered by poor regulatory practices that include redundant import licensing requirements, redundant product inspections, and non-linear processes. Import and export procedures in Iraq substantially diverge from international best practices and are a major barrier to growth of the private sector. In order to address these issues, ISRAR is currently working with PMAC and key leaders from the MOT to draft a new Trade Law designed to eliminate over half of the current procedures required to import and export products from Iraq.
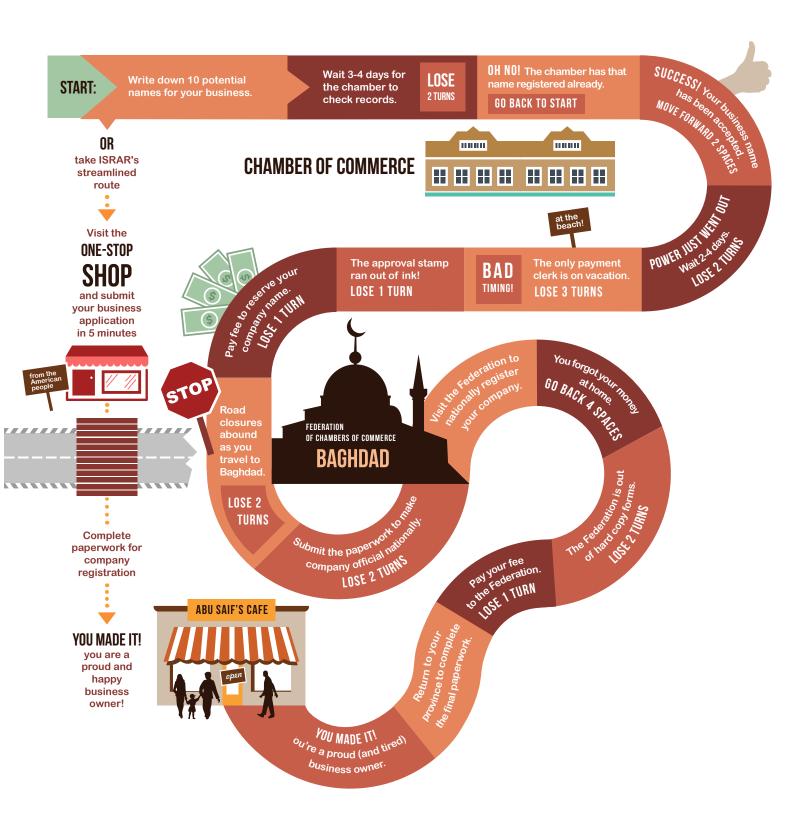
ISRAR'S REGULATORY REFORM LEGACY IN THE GOI

The extensive regulatory reform needed across the entirety of Iraq requires a long-term commitment of time and resources. While USAID-Tarabot is poised to conclude its work over the next 12 months, the project

BUSINESS PURSUIT:

TRIVIAL DELAYS VS. SAME-DAY

START:

Write down 10 potential names for your business.

Wait 3-4 days for the chamber to check records.

LOSE 2 TURNS

OH NO! The chamber has that name registered already.
GO BACK TO START

SUCCESS! Your business name has been accepted. **MOVE FORWARD 2 SPACES**

OR
take ISRAR's streamlined route

CHAMBER OF COMMERCE

Visit the **ONE-STOP SHOP** and submit your business application in 5 minutes

at the beach!

Pay fee to reserve your company name. **LOSE 1 TURN**

The approval stamp ran out of ink! **LOSE 1 TURN**

BAD TIMING!

The only payment clerk is on vacation. **LOSE 3 TURNS**

POWER JUST WENT OUT Wait 2-4 days. **LOSE 2 TURNS**

from the American people

STOP

Road closures abound as you travel to Baghdad.

FEDERATION OF CHAMBERS OF COMMERCE BAGHDAD

Visit the Federation to nationally register your company.

You forgot your money at home. **GO BACK 4 SPACES**

LOSE 2 TURNS

Submit the paperwork to make company official nationally. **LOSE 2 TURNS**

The Federation is out of hard copy forms. **LOSE 2 TURNS**

Complete paperwork for company registration

ABU SAIF'S CAFE

open

Pay your fee to the Federation. **LOSE 1 TURN**

Return to your province to complete the final paperwork.

YOU MADE IT!
you are a proud and happy business owner!

YOU MADE IT! ou're a proud (and tired) business owner.

has worked closely with the Prime Minister's Office to ensure that Iraq is prepared to carry out ISRAR's planned regulatory reform activities well into the future. The pronounced GoI commitment, through cost-sharing and support from the Prime Minister's Office, has been key to the following features of ISRAR's sustainability:

- **Central Unit for Regulatory Reform:**
  The GoI has committed over US$3.5 million to the establishment of a powerful, independent unit for regulatory reform. ISRAR has already hired and trained over 20 staff to aggregate, analyze, and decide the fate of Iraq's thousands of regulations. These staff members will serve as important parts of the GoI regulatory reform program long after the conclusion of the Tarabot project. This unit and the ongoing improvements it makes to Iraq's regulatory framework will be seen as Tarabot's legacy in regulatory reform.

- **Online Reform Tools:** ISRAR has completed an inventory of all the regulations that affect the private sector in Iraq and uploaded them to a customized software system. This online system is designed to support the reform effort by categorizing all economic regulations, enabling online research, and facilitating consultations between the government reform team and private citizens. This software, as well as the people trained to use it, will serve as in important resource for providing access to information, transparency, and reform long after the project concludes.

- **GoI Institutional Reform Units:**
  Regulatory reform units have been formed in 26 government ministries and regulatory bodies. These units are designed to provide consultation and recommendations to the Central Reform Unit by reviewing thousands of GoI regulations. Each regulatory unit has been trained to aggregate and review their ministry's

regulations. The units will liaise with the ministry's legal department and the Central Unit to upload the regulations and their findings to the online database.

- **Private Sector Working Groups:** ISRAR has established a number of private sector-driven working groups, responsible for discussing and reviewing the regulations that affect them. ISRAR will be working with these groups and the private sector in general to build their capacity to review regulations, provide structured recommendations to the Central Reform Unit, and use the online system for conducting research and publishing their recommendations.

Before the end of Tarabot's role in ISRAR, the highlighted resources will be leveraged to produce at least two additional reform packages. These packages will address the complete set of economic regulations across ten ministries. During the process of delivering and implementing these packages, ISRAR will work with PMAC to develop guidelines in both Parliament and the Council of Ministers that will provide mechanisms for fast tracking economic reforms through the legislative process. This will provide a solid foundation for development and implementation of future reforms over the next several years.

CHEESE AND YOGURT IMPORTS SUBJECT TO INTENSE IRAQ REGULATION

A fully-licensed distributer of dairy products still faces delays of several weeks each time it imports a shipment of yogurt and cheese from Turkey to Iraq. The company is required to get a separate license for each type of product and for each container. This costs hundreds of dollars in fees and requires multiple trips to the Ministry of Agriculture and the Ministry of Trade. The risk and overall detriment caused by Iraq's dense import-export regulations are even more pronounced for an importer working with perishable goods. As a result of these slow and laborious procedures, the dairy distributor often runs into shortages of products.

PROJECT MANAGEMENT AND ADMINISTRATION

In the second year of the project, USAID-Tarabot maintained its unprecedented, government-wide engagement, despite the challenges posed by politics, security, and programmatic uncertainty. The project's continued success was built on a solid performance management planning process, robust monitoring and evaluation systems, and an effective strategic communications and publicity campaign.

PERSONNEL

As of September 2013, USAID-Tarabot employed 22 expatriate and 250 Cooperating Country National (CCN) staff members. The project refocused and subtly reduced its regional and provincial presence in 2013. Now, the project has 72 staff based outside of Baghdad, with the majority working from the project's regional hub offices in Babil, Basrah, Erbil, and Kirkuk.
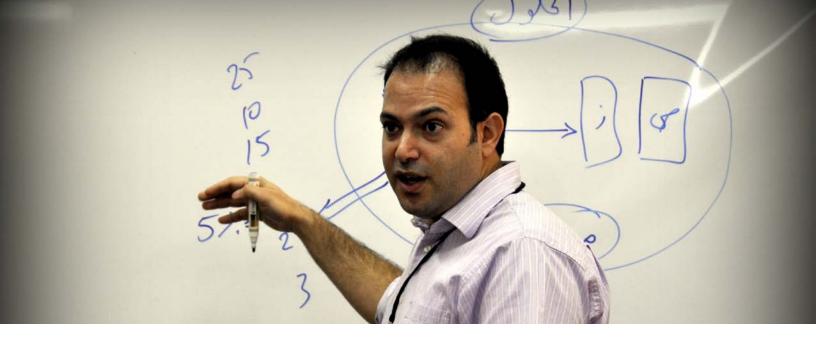
MONITORING & EVALUATION

USAID-Tarabot's Monitoring & Evaluation team successfully established a number of progress measurement and internal tracking mechanisms

to ensure project performance. Tarabot's M&E system is built upon a robust PMP that effectively measures results at the output and outcome levels. Over the project's first year, the M&E team aggregated and analyzed the tremendous amount of raw data generated by more than 2,000 project activities, including workshops, meetings, and conferences aimed at reforming or improving GoI systems, procedures, and practices. The M&E team also keeps track of all project events, activities, and cost-sharing contributions from the GoI side. Most importantly, the M&E operation tracked the indicators of the project's performance against quarterly and annual targets.

In the final year of the project, USAID-Tarabot looks forward to executing a series of technical impact assessments to highlight Tarabot's sweeping citizen-level impact and its legacy in Iraq:

- Infrastructure project management in the GoI
- Citizen satisfaction assessments for SSN and One-Stop-Shop beneficiaries
- Administrative Decentralization and the impact of authorities transferred from ministries to provinces

- ISRAR-driven reforms and estimated cost savings to the Iraqi economy
- Policy implementation of USAID-Tarabot-assisted policies such as Brain Gain

COMMUNICATIONS

The Communications and Outreach team works to ensure that both Iraqi and US audiences recognize the assistance of USAID and its value. The team shows that it is providing the right expertise at the right time, in partnership and cooperation with Iraqi counterparts, led by the ministries and overseen by the Iraqi government. In short, the Communications and Outreach team shows the project's progress and the benefits that are felt by citizens.

In the second year of the project, the USAID-Tarabot Communications team produced a continuous stream of news summaries, video documentaries, success stories, articles, photographs, and promotional materials to disseminate the project's message. The project's social media engagement, managed largely by the USAID-Iraq mission, has been immensely successful in generating Iraqi attention and discussion about the project's activities. In the looming final year of the project, Tarabot's activities will increasingly affect citizens directly, generating greater visibility, wider public interest, and a lasting public legacy for the project.

TARABOT LOOKS NORTH TO PROVIDE HIGHLY-TARGETED ASSISTANCE TO THE KRG

The USAID-Tarabot project announced an ambitious plan to expand its operations north into the KRG in order to provide limited but much-needed technical assistance to several key Kurdistan entities. This announcement followed a series of meetings between USAID and Tarabot project leadership, the Minister of Labor and Social Affairs-KRG, and the Ministry of Planning-KRG. The KRG again reiterated the region's ongoing requests for USAID-Tarabot's assistance and committed to explore robust cost-sharing measures with the project.

Once a cost-sharing agreement is reached, USAID-Tarabot will provide technical assistance in the following two areas:

- Assisting the continued development and roll-out of the SSN system to include all of the KRG, managed through MoLSA-KRG.

- Strengthening systems and capacity in the fields of project management with the MoP-KRG and the Ministry of Municipalities & Tourism, the Ministry of Construction & Housing, and the Ministry of Electricity.

USAID-Tarabot has already established an appropriate office space and expects significant results on a truncated project timeline.

ANNUAL PERFORMANCE INDICATORS AND RESULTS

AD ANNUAL INDICATORS

	IR 3: Service Delivery Functions Strengthened						
Indicator #	**Performance Indicator Name**	**Type of Indicators**	**Reporting Frequency**	**Disaggregation**	**FY2013 Annual Target**	**FY2013 Annual Actual**	**Annual Status**
3.1	Number of GoI entities initiating administrative changes to improve service delivery	Custom	Annual	Ministries and Provinces	36	35	

	IR 3.1: Administrative Regulations for Decentralization Implemented						
Indicator #	**Performance Indicator Name**	**Type of Indicators**	**Reporting Frequency**	**Disaggregation**	**FY2013 Annual Target**	**FY2013 Annual Actual**	**Annual Status**
3.1.1	Number of regulations and administrative orders issued supporting de-concentration of central ministries activities to directorates	Custom	Quarterly	None	30	57	Ministers have shown great willingness and ability to transfer activities to their directorates because there is generally strong capacity in the directorates and relatively little bureaucracy to impede the process.
3.1.2	Number of regulations and administrative orders issued supporting de-concentration from central ministries to Governor Offices (GOs)	Custom	Quarterly	Provinces	5	7	

	IR 3.2: Provincial Resource Management for Service Delivery Strengthened						
Indicator #	Performance Indicator Name	Type of Indicators	Reporting Frequency	Disaggregation	FY2013 Annual Target	FY2013 Annual Actual	Annual Status
3.2.1	Number of ministries initiating improved organizational structure change	Custom	Quarterly	None	4	6	
3.2.2	Number of line ministries with Business Process Systems reengineered	Custom	Quarterly	None	4	1	MoMD has reengineering business processes related to citizen complaints and registering Syrian Refugee in Qtr1 FY 2013.In Qtr3 and according to the "drawdown plan" MoTR/Um Qaser was removed from the workplan and supporting GoI in reengineering Business Processes was restricted to ministries establishing One-Stop-Shop Service Center
3.2.3	Number of GoI counterparts working towards establishing internal quality management unit(s)	Custom	Quarterly	Ministries and Provinces	4	5	
3.2.4	Number of GoI entities utilizing the IDMS to manage and monitor their capital portfolio	Custom	Quarterly	Ministries and Provinces	5	9	
3.2.5	Number of GoI entities applying excellence program for improving government performance	Custom	Quarterly	Ministry	2	0	A proposal for establishing the Iraqi Center for Government Excellence (ICEG) was revised and resubmitted to the PMAC in September 2013. Work began with pilot ministries to establish excellence cells. However, delay in establishing the ICGE has resulted in not meeting FY target

Indicator #	Performance Indicator Name	Type of Indicators	Reporting Frequency	Disaggregation	FY2013 Annual Target	FY2013 Annual Actual	Annual Status
3.2.6	Number of one-stop-shop service center implemented	Custom	Quarterly	Provinces	1	0	Work continues with targeted ministries (MoO, MoJ, MoMPW, and MoLSA) to establish one stop shop.For FY 2013, there was delay in renovation of the building for MoLSA site in Najaf. Therefore resulting in postponing the opening ceremony. Other sites (MMPW and MoJ) are expected to be completed in June 2014
3.2.7	Number of new capital projects initiated at the provincial level	Custom	Annual	Sectors and Provinces	N/A	61	
3.2.8	Number of GoI entities that have applied Project Management practices to the capital investment projects	Custom	Quarterly		8	16	GOs and ministries have been very receptive to the project management techniques and eager to apply them to capital investment projects.
3.2.9	Number of GoI entities that have improved procurement processes or systems	Custom	Quarterly	Ministries and Provinces	4	14	MoP was aggressive in implementing improved procurement processes that was developed by Tarabot technical teams. Causing higher numbers
3.2.10	Number of Provincial Education Directorates staff trained in 5 core areas of Public Administration	Custom	Quarterly	Male		246	The original target was 500 and this target decreased to 100 according to the revised PMP by USAID on July-2013
				Females		99	
				Total	**100**	**345**	
3.2.11	Number of Ministry of Education graduates from Training of Trainer (ToT) level Course	Custom	Quarterly	Male	0	13	
				Females	0	16	
				Total	**30**	**29**	

Indicator #	Performance Indicator Name	Type of Indicators	Reporting Frequency	Disaggregation	FY2013 Annual Target	FY2013 Annual Actual	Annual Status
3.2.12	Number of Ministry of Education graduates from Master Trainer level Course	Custom	Quarterly	Gender	N/A	0	Master Trainer level Courses will begin in FY 2014
3.2.13	Estimated amount of Social Safety funds saved due to exposure of non-eligible beneficiaries from the SSN system	Custom	Quarterly	N/A	N/A	N/A	Due to the fact that we do not have access rights to the SSN system and that the monetary information related to Social Safety funds is classified and cannot be easily disclosed, figures and supporting documents are not available.

Standardized/OP/ F-Indicators							
Indicator #	Performance Indicator Name	Type of Indicators	Reporting Frequency	Disaggregation	FY2013 Annual Target	FY2013 Annual Actual	Annual Status
1	Number of sub-national entities receiving USG assistance that improve their performance	Standard	Quarterly	AD		213	
2	Number of administrators/officials trained with USG support (**IR: 3.3**)	Standard	Quarterly	Male	0	469	The original target was 800 and this target decreased to 75 according to the revised PMP by USAID on July-2013
				Females	0	300	
				Total	**75**	**769**	

NPM ANNUAL INDICATORS

IR 2: Structures for National Policy Development Regulatory Reform Strengthened						
Indicator #	Indicator Name	Type of Indicators	Reporting Frequency	Disaggregation	FY2013 Annual Target	FY2013 Annual Actual	Annual Status
2.1	Number of National Policy Management and Regulatory Reform Initiatives Established	Custom	Annual	None	26	29	The number increased according to the official letter that PMAC sent to 27 institutions on May-16-2013. PMAC has informed these institutions to began implementation of phase two of ISRAR.

IR 2.1: Economic Enabling Environment Improved							
Indicator #	Performance Indicator Name	Type of Indicators	Reporting Frequency	Disaggregation	FY2013 Annual Target	FY2013 Annual Actual	Annual Status
2.1.1	Number of growth-impairing regulations reformed	custom	Quarterly	None	10	10	
2.1.2	Number of institutional staff: public, private, and GoI (PMO) stakeholders instructed on the Iraqi Solutions for Regulatory and Administrative Reform (ISRAR)	custom	Quarterly	Male		156	*Tarabot* NPM expanded the number of ministries according to PMO request .
				Females		73	
				Total	**150**	**229**	
2.1.3	Estimated annual cost saving to the Iraqi economy	custom	Quarterly	Monetized	N/A	$17,477,528.00	Implementation of the first package of recommendations has been slower than expected as a result of slow moving legislative processes in Iraq and delays in coordination between government institutions.

	IR 2.2: Mechanisms for National Policy Development Established						
Indicator #	**Performance Indicator Name**	**Type of Indicators**	**Reporting Frequency**	**Disaggregation**	**FY2013 Annual Target**	**FY2013 Annual Actual**	**Annual Status**
2.2.1	Number of policies developed by Public Policy Offices and adopted by GoI	Custom	Quarterly	Ministry	8	0	The following Policy Papers were developed and debated:• Modernization of Postal Sector• Youth Unemployment in Iraq• Ground Waters• Faculty Ranking • Desertification• Brain Gain Adoption of Policies is strictly a decision of the PMOAdoption of Policies is strictly a decision of the PMO
2.2.2	Number of policy offices established and functional	Custom	Quarterly	Ministry	3	3	
2.2.3	Number of GoI staff trained in public policy	Custom	Quarterly	Male		135	Iraqi social ministries (MoLSA, MoHR, MoMD and MoEn) increased the number of participants after our own projections
				Females		66	
				Total	**120**	**201**	
2.2.4	Number of Provincial Councils and non-official stakeholders informed about their role in public policy process (universities, NGOs, businesses, media, and private sector)	Custom	Quarterly	None	150	105	The number decreased according to USAID request to cut down dealing with PCs

	Standardized/OP/ F-Indicators						
Indicator #	**Performance Indicator Name**	**Type of Indicators**	**Reporting Frequency**	**Disaggregation**	**FY2013 Annual Target**	**FY2013 Annual Actual**	**Annual Status**
I	Number of USG-supported public sessions held regarding proposed changes to the country's legal framework (**IR: 2.1**)	Standard	Quarterly	NPM		144	

CSR ANNUAL INDICATORS

	IR 1: Merit-Based Transparent Civil Service System Implemented						
Indicator #	**Performance Indicator Name**	**Type of Indicators**	**Reporting Frequency**	**Disaggregation**	**FY2013 Annual Target**	**FY2013 Annual Actual**	**Annual Status**
1.1	Comprehensive Civil Service Law Enacted	Custom	Annual	None	N/A	N/A	The actual numbers represent data collected Quarter1 and Quarter2 FY2013 . CSR ended by Qtr2 FY2013 according to the USAID decision
1.2	Number of Professional, Merit Based and Transparent Civil Service Systems Established	Custom	Annual	None	3	0	The actual numbers represent data collected Quarter1 and Quarter2 FY2013 . CSR ended by Qtr2 FY2013 according to the USAID decision

	IR 1.1: Modern Civil Service Law Introduced to Council of Representatives						
Indicator #	**Performance Indicator Name**	**Type of Indicators**	**Reporting Frequency**	**Disaggregation**	**FY2013 Annual Target**	**FY2013 Annual Actual**	**Annual Status**
1.1.1	Milestones to Federal Civil Service Law achieved	Custom	Quarterly	None	N/A	1	The actual numbers represent data collected Quarter1 and Quarter2 FY2013 . CSR ended by Qtr2 FY2013 according to the USAID decision
1.1.2	Introduction of draft Federal Civil Service Law to Council of Representatives	Custom	Quarterly	None	1	0	The actual numbers represent data collected Quarter1 and Quarter2 FY2013 . CSR ended by Qtr2 FY2013 according to the USAID decision

Indicator #	Performance Indicator Name	Type of Indicators	Reporting Frequency	Disaggregation	FY2013 Annual Target	FY2013 Annual Actual	Annual Status
IR 1.2: Federal & Provincial Civil Service Commissions Implemented							
1.2.1	Number of functions implemented by Federal Civil Service Commission	Custom	Quarterly	None	2	0	The actual numbers represent data collected Quarter1 and Quarter2 FY2013 . CSR ended by Qtr2 FY2013 according to the USAID decision
1.2.2	Number of Provincial Civil Service Commissions established	Custom	Quarterly	Provinces	5	0	The actual numbers represent data collected Quarter1 and Quarter2 FY2013 . CSR ended by Qtr2 FY2013 according to the USAID decision
1.2.3	Number of functions implemented by the Provincial Civil Service Commission	Custom	Quarterly	Provinces	10	0	The actual numbers represent data collected Quarter1 and Quarter2 FY2013 . CSR ended by Qtr2 FY2013 according to the USAID decision

Indicator #	Performance Indicator Name	Type of Indicators	Reporting Frequency	Disaggregation	FY2013 Annual Target	FY2013 Annual Actual	Annual Status
IR 1.3: Civil Service Training Systems and Institutions Operationalized							
1.3.1	Number of curriculums offered by Civil Service Institute	Custom	Quarterly	None	0	0	The actual numbers represent data collected Quarter1 and Quarter2 FY2013 . CSR ended by Qtr2 FY2013 according to the USAID decision
1.3.2	Number of Government of Iraq staff trained on Human Resource development processes and Human Resource Management Information System	Custom	Quarterly	Male		51	The actual numbers represent data collected Quarter1 and Quarter2 FY2013 . CSR ended by Qtr2 FY2013 according to the USAID decision
				Females		53	
				Total	500	104	
1.3.3	Number of Human Resource Departments with functioning Human Resource Management Information System	Custom	Quarterly	Ministry	3	0	The actual numbers represent data collected Quarter1 and Quarter2 FY2013 . CSR ended by Qtr2 FY2013 according to the USAID decision

	Standardized/OP/ F-Indicators						
Indicator #	Performance Indicator Name	Type of Indicators	Reporting Frequency	Disaggregation	FY2013 Annual Target	FY2013 Annual Actual	Annual Status
1	Number of USG-supported public sessions held regarding proposed changes to the country's legal framework	Standard	Quarterly	CSR		18	
2	Number of sub-national entities receiving USG assistance that improve their performance	Standard	Quarterly	CSR		10	

DEVELOPMENT OBJECTIVE (DO) ANNUAL INDICATORS

	TARABOT DEVELOPMENT OBJECTIVE: GoI Policy and Resource Management Structures Strengthened						
Indicator #	Performance Indicator Name	Type of Indicators	Reporting Frequency	Disaggregation	FY2013 Annual Target	FY2013 Annual Actual	Annual Status
DO1	Number of reform policies implemented by GoI national and provincial institutions that improves government effectiveness	Custom	Annual	None	0	0	This is an end of project indicator

WORK PLAN ACTIVITIES AND QUARTERLY PERFORMANCE INDICATORS

for 4th Quarter (July-September)
FY 2013

AD WORK PLAN ACTIVITIES AND PERFORMANCE INDICATORS

Work Plan ID	Activity/ Task Name	Progress
I	**AD Component-Wide**	
1.1.1	Formalized Partnerships	
A	Draft three (3) MoUs for three (3) ministries in accordance with draw down plan and conduct one (1) MoU signing ceremony	MoUs prepared for MoP and MoLSA in KRG. The MoUs were sent by USAID to counterpart ministries pending their acceptance and signature
1.1.2	Formalized Cost-Sharing	
A	Publish half-yearly report	Report completed and will be updated periodically
1.1.3	Public Sector Management (PSM) and Subcommittee Coordination	
A	Conduct quarterly coordination and update meeting with PSM or relevant subcommittees	Coordination meetings conducted with partnership committees on the 2013 cost share allocation for counterpart GOI entities
B	Receive feedback from PSM and incorporate into pending activities as requested	Feedback on the Center of Excellence proposal received and modified accordingly
2	**Administrative Decentralization Support**	
2.3	Assist the government entities to implement administrative decentralization	
2.3.1	Ministry Functions Decentralized	
A	Conclude assistance to 2 ministries to be excluded from 31 July (MoIM and MoYS) and provide action plan	*Tarabot* Decentralization Unit continued to provide technical assistance to: • MoIM on recommended authorities for decentralization • MoYS/ Anbar Directorate for Youth & Sports on activation of the financial unit
B	Conduct follow-up assistance and site visits where powers have been decentralized in 5 ministries	Work continues with provincial directorates of MoMPW, MoEn, MoIM, MoEd and MoYS on implementation of decentralized powers
2.4	Provide support at the provincial level to enact de-concentrated/ decentralized powers	
2.4.1	Devise Governor's Office (GO) decentralization guidelines	
A	Conduct 1 workshop on amendments to Law 21 to 5 GOs	Workshop on amended Law 21 conducted for the following GOs: Babil, Basrah, Diwaniyah, Maysan, Ninawa and Wasit
2.4.2	Support decentralization at the provincial level	
A	Provide technical assistance to 8 GOs in total	Technical Assistance delivered to GOs of Anbar, Babil, Basrah, Diwaniyah, Maysan, Najaf and Wasit
2.5	Raise national awareness of decentralization	

2.5.1	Support MoH to implement decentralization	
A	Conduct national workshop for MoH stakeholders	Pending approval from MoH. A meeting was conducted by *Tarabot* to encourage the ministry to move forward in implementation of a national workshop
2.5.2	Promote decentralization to GOI stakeholders	
A	Conduct administrative decentralization conference to GOI stakeholders	Conference is scheduled for May 2014 as more preparation is required
3	**Projects Planning**	
3.1	Capacity building within ministries in project planning	
3.1.1	Establish selection criteria for investment projects within ministries	
A	Provide and conclude technical assistance to five (5) ministries to establish projects selection criteria	Technical Assistance delivered to MoA, MoH, MoEd, MoMPW, MoC and MoWR
3.1.2	Support the submission of project plans in accordance with MoP requirements	
A	Provide technical assistance to three (3) ministries to properly submit their project plans to MoP	Technical Assistance delivered to MoCH, MoMPW and MoTr on finalizing their annual project list; and submission to MoP
3.2	Support National Development Planning	
3.2.1	NDP 2013-2017	
A	Convene NDP launch conference	On September 16, 2013 the Ministry of Planning launched Iraq's second National Development Plan (NDP) 2013-2017 at Baghdad's Al-Rasheed Hotel. The new NDP calls for the investment of approximately $357 billion in development projects across Iraq, focusing in particular on five key sectors: Energy, building and services, agriculture, education, transportation and communication
B	Distribute NDP documents to GOI stakeholders	Collection of plans is still in progress which caused delay in printing copies for distribution to GoI stakeholders
3.2.2	Iraq National Monitoring System (INMS)	
A	Conduct comprehensive review of INMS indicators in line with the approved NDP and provide MoP with review report	The MoP has established new procedure to build the INMS matrix involving all ministries and provinces. The expected date to complete the matrix of indicators is by the end of November 2013
5	**Project Management**	
5.1	Assist to Improve the National Capital Investment Project Management System in Iraq	
5.1.1	Support the Iraqi national capital investment project management program	
A	Convene PM conference	The conference has been rescheduled to be implemented in FY 2014
5.2	Improve capital investment projects management at the ministerial and provincial levels	
5.2.1	Enhance the project management capacity of ministry counterparts and Strengthen project management systems within ministries	

A	Graduate the five ministries from previous quarter's work in July, and provide them with action plan for sustainability	Graduation has been rescheduled to be implemented in Qtr.1 FY 2014; as work with targeted ministries is in the final phase
B	Conclude technical assistance to implement PMI processes for time and cost management in two (2) more ministries	Rescheduled to be implemented in Qtr.1 FY 2014 due to delay from targeted ministries
C	Provide technical assistance to implement PMI processes for time and cost management in 3 additional ministries	Technical Assistance for time and cost management delivered to MoCH, MoIM, MoMD, and MoTr
5.2.3	Enhance the project management capacity of provincial counterparts and strengthen project management systems within provinces/ GOs	
A	Graduate the three provinces from previous quarter's work in July, and provide them with action plan for sustainability	Graduation has been rescheduled to be implemented in Qtr.1 FY 2014; as work with targeted provinces is in the final phase
B	Conclude technical assistance to implement PMI processes for time and cost management in two (2) more provinces	In Najaf province the PMI estimation techniques has been practiced in a critical project which is a tunnel construction
C	Provide technical assistance to implement PMI processes for time and cost management in three (3) additional provinces	In Wasit province, local government decided to spread the PMI knowledge exercise to cover 3 additional projects as pilots to estimate cost and develop schedule
6	Procurement	
6.1	Enhance Iraq's national public procurement system	
6.1.1	Improve national procurement system	
A	Achieve decision makers' approval of the action plan	Automation of GoI procurement processes discussed with MoP
6.2	Improve procurement processes at the ministerial and provincial levels	
6.2.1	Graduate GoI entities that received Technical Assistance from *Tarabot*	
A	Graduate 5 excluded entities and provide action plan for the sustainable implementation of procurement practices	Draft coordination letter sent to MoP to graduate some GoI entities (Baghdad province, MoHE, MoEn, MoHR and MoCu)
6.2.2	Standard procurement process	
A	Provide technical assistance to a minimum 8 entities on standard procurement processes	Technical Assistance on Procurement Plans delivered to MoTr, MoE, Babil, Diwaniyah, Karbala, Ninawa, and Wasit
6.2.3	Assist procurement planning	
A	Monitor the implementation of 2013 annual procurement plans by counterpart ministries and governors' offices	Technical Assistance provided to MoTr, MoE, Babil, Diwaniyah, and Karbala
6.2.4	Implement standard bidding documents	

A	Provide technical assistance to a minimum 8 GOI entities (including the 5 from Apr-Jun where not graduated)	Technical Assistance provided to MoCH, Babil and Ninawa on Standard Bidding Documents
6.2.5	Improve procurement records management system	
A	Provide technical assistance in procurement records management system in a minimum 8 GOI entities (including the 5 from Apr-Jun where not graduated)	Technical Assistance on procurement record management delivered to MoMPW, MoCH, Anbar, Dhi Qar and Salah ad Din
6.2.6	Develop procurement performance indicators and reporting system	
A	Provide technical assistance to a minimum two (2) more entities to collect data based on established indicators	Kirkuk province implemented procurement performance indicators; while procurement reporting system was implemented by Babil, Najaf, Ninawa and Wasit. TA delivered to MoE, MoCH, Najaf and Wasit
7	Iraq Development Management System (IDMS)	
7.1	Automate Government Capital Investment Management and Monitoring in Iraq	
7.1.1	Operationalize the IDMS at the MoP	
A	Coordinate with MoP and Synergy to ensure implementation of recommendations for functional improvement	Several meetings were held with MoP and Synergy to complete the recommendation for improving the system
7.2	Operationalize the IDMS System	
7.2.1	Operationalize the IDMS in GoI entities	
A	Conclude technical assistance and on-the-job training to complete and update information within five (5) ministries and hand over responsibility for their ongoing development needs to MoP	MoTr, MoIM, and MoA to complete and update the information into the IDMS
9	Organizational Development	
9.2	Strengthen Organizational Development Capacity in Iraqi Public Organizations	
9.2.2	Facilitate organizational development (OD) in GoI entities	
A	Complete OD cycle in 3 more partner organizations (5 total) and conclude activity	MoMPW, University of Mousel, University of Babil and Foundation of Technical Education (FoTE) completed the OD Cycle. University of Basrah completed the OD Cycle in Qtr.3 FY 2013.
10	Center of Excellence	
10.1	Develop proposal and implementation plan for the Iraq Center of Excellence	
10.1.2	Prepare proposal for a Center of Excellence	
A	Refine proposal and develop an action plan for implementation of the CoE and Agree proposal with PMAC and affiliating/host entity	The proposal was submitted during the Iraq Center for Government Excellence Conference held in May 2013. An executive summary was then submitted to the PMAC illustrating the objectives, structure, operating model and establishment roadmap for the Iraq Center for Government Excellence. Pending feedback from the PMAC
10.1.3	Support legislative infrastructure for the CoE	
A	Agree scope of bylaws required for the establishment of the CoE with host entity	Once the PMAC agree on the proposal, bylaws for establishing the CoE will be drafted
10.2	Develop excellence capacity in pilot ministries	

10.2.1		Support the establishment of excellence cells within pilot ministries	
A		Gain formal approval for working with pilot entities (MoH, MoLSA, MoMD, MoHR, MoHE, MoCH and MoP); and prepare action plans	Delay from the PMAC on the concept of excellence has resulted in delay in working with the targeted ministries. Rescheduled for FY 2014
10.2.2		Develop capacity of excellence cells within pilot ministries	
A		Produce curriculum material to support excellence cells	CoE activities will accelerate in FY 2014
B		Deliver introductory workshop to (5) pilot ministries on the excellence model	CoE activities will accelerate in FY 2014
10.2.3		Support pilot entities to internally assess excellence of initiatives	
A		Prepare training on assessment in line with the excellence model	CoE activities will accelerate in FY 2014
B		Conduct initial training with 3 pilot entities	CoE activities will accelerate in FY 2014
10.2.4		Support pilot entities to develop necessary business processes to support the excellence model	
A		Prepare action plan for 3 pilot entities on business processes required to implement excellence assessments	CoE activities will accelerate in FY 2014
B		Prepare SOPs for assessments	CoE activities will accelerate in FY 2014
10.2.5		Support pilot entities to identify quality systems needs	
A		Prepare action plan for 3 pilot entities to implement quality management systems required to support the excellence model	CoE activities will accelerate in FY 2014
B		Support the identification of appropriate training providers on ISO certification	CoE activities will accelerate in FY 2014
10.3		Support service improvement via evidence-based practice	
10.3.1		Identify service users' needs and expectations and support service improvement identification and action plan	
A		Support implementation of service users' survey in MOH	MoH has not allocated cost-share funds to execute the survey
11	Process Development		
11.2	Knowledge Transfer to GoI employees		
11.2.2	Introduce Standard Operating Procedures to GOI entities		
A		Prepare and deliver action plan to two (2) excluded entities to ensure sustainability	Rescheduled for Qtr.1 FY 2014
11.3	Business Process Documentation and standardization		
11.3.2	Strengthen business process systems in GOI entities		
A		Prepare and deliver action plan to excluded entities to ensure sustainability	A meeting with the Deputy Minister was conducted discussing the ministry plan for future activities; and setting date for graduation of staff for four state companies
12	Quality Management		
12.2	Improve the Quality Management Systems of GoI Entities		

12.2.2	Conduct ISO 9001 Gap Analysis	
A	Support entities to forge links with certifying agencies and prepare action plan to enable them to achieve ISO certification	An action plan has been developed to enable MoO in achieving ISO certification. A quality roadmap has been developed and submitted to Diyala and Wasit provinces as a graduation strategy
12.2.3	Develop capacity in quality management within target entities	
A	Graduate entities and provide action plan for sustainable implementation of QM systems	*Tarabot* Service Center Advisory Unit worked with COMSEC, MoTr, MoCH, MoTr/ General Company for Iraq Ports and MoH/ Al-Kadhmiyai Hospital in developing Quality policy and Quality procedures as part of the action plans for sustainability
13	**"One-Stop Shop" Service Centers**	
13.1	Improve the Facilities and Systems of Key GoI Public Services	
13.1.1	Finalize design of model "One-Stop Shop" Service Center and Implement "One-Stop Shop" Service Center Infrastructure	
A	Provide TA to two more partner entities to develop tenders for infrastructure design of service centers	Technical Assistance meeting conducted with MoMPW staff representing Diwaniyah and Wasit; to review the basic infrastructure design maps (draft version); and to finalize the internal view maps
13.1.2	Develop and support "One-Stop Shop" Media Campaign	
A	Initiate "One-Stop Shop" Media Campaign	Customer Service brochure has been developed and is being finalized
13.1.3	Select and improve "One-Stop Shop" services	
A	Select and improve "One-Stop Shop" services	Business Process Mapping workshop was conducted for 15 participants from MoO; focusing on the goals and prospects of the One Stop Shop Service Center; and designing business processes for services delivered by Baghdad Oil Distribution Company
13.1.4	Automate "One-Stop Shop" services	
A	Automate "One-Stop Shop" services	A meeting was conducted with the MoJ Notary Public DGs and ministry staff discussing the implementation steps to automate the One Stop Shop Service Center for the Notary Public
13.1.5	Customer Service	
A	Deliver 1 training session in customer service to a minimum two (2) entities	A workshop on "Basics and Methodology of Customer Service" was conducted in Erbil for 24 participants representing MoMPW directorates from Baghdad, Basrah, Diwaniyah, Karbala and Ramadi. The workshop focused on demonstrating the basics of Customer Service provided to the clients
14	**Education Capacity-Building Initiative**	
14.1	Ministry of Education staff develop skills in core areas of public administration	
14.1.1	Financial Management and Budgeting	
A	Conduct one training course	An Advance Training Course for 9 participants (4 Male, 5 female) conducted on September 09 – 12, 2013
14.1.2	Leadership and Communication	

A	Conduct two training courses	Two Advance Training Courses were delivered to 10 Participants (9 Male, 1 Female) and 12 Participants (7 Male, 5 Female) respectively. Training Workshops were conducted on June30 – July 03, 2013; and August 25 – 29, 2013 A Competency Training Course for 11 Participants (2 Male, 9 female) was conducted on September 08 – 12, 2013
14.1.3	Project Management	
A	Conduct one training course	An Advance Training Course was delivered to 9 Male Participants on September 22 – 26, 2013
14.1.4	IT Management	
A	Conduct one training course	Three Advance Training Courses were conducted as following: • On August 26-28, 2013 for 13 Participants (6 Male, 7 female) • On September 16 – 18, 2013 for 10 Participants (7 Male, 3 female) • On September 23 – 25, 2013 for 7 Participants (6 Male, 1 female)
14.1.5	Procurement	
A	Conduct one training course	A Competency Training Course for 4 participants (2 Male, 2 female) conducted on September 23 – 26, 2013
14.1.7	Training of Trainers (ToT)	
A	Conduct one training course	Two ToT Training Courses for 13 Participants (6 Male, 7 female) and 7 Participants (5 Male, 2 female) conducted on September 01 – 12, 2013 and September 15 – 26, 2013 respectively
15	Special Program with Kurdistan Regional Government	
15.1	Assistance to the K-Ministry of Labor and Social Affairs to complete their SSN and link it to the national SSN	
15.1.1	SSN System implemented and deployed	
A	Develop and finalize change order based on the new requirements	Change order finalized according to meetings with KRG
B	Finalize change order contract with vendor and monitor implementation	Pending for signing MoU between USAID and KRG; and allocation of cost share funds from MoLSA KRG
15.1.2	SSN data entry and data migration	
A	Support the ongoing implementation of the capacity building plan in line with system needs	Pending for signing MoU between USAID and KRG; and allocation of cost share funds from MoLSA KRG
15.1.3	SSN capacity building	
A	Support the ongoing implementation of the capacity building plan and provide on-the-job training to staff in the system changes	Training course on Fundamentals of CISCO and MS Server 2008 conducted for 5 participants on September 23 – 27, 2013
15.1.4	SSN hardware support	

A	provide technical assistance to support hardware installation in 4 sites (HQ and 3 provinces) sites	Pending for signing MoU between USAID and KRG; and allocation of cost share funds from MoLSA KRG
15.1.5	Establish new center in Garmayan	
A	Provide technical assistance to support hardware installation and other requirements for Garmiyan site	Pending for signing MoU between USAID and KRG
15.1.6	Establish one-stop-shop service center in Dohuk	
A	Prepare action plan and technical assistance for adopting the OSS model in the Directorate of SSN in Dohuk	Pending for signing MoU between USAID and KRG
15.2	Procurement Systems Improvements to K-Ministry of Planning and 3 line ministries	
15.2.1	Support K-MoP to understand procurement and its regulatory and oversight role in ensuring standard public procurement practices	
A	Conduct 3 technical assistance sessions with MoP	Based on USAID instructions this activity been cancelled
15.2.2	Introduce standard procurement processes to KRG	
A	Conduct 2 workshops with 4 entities in standard procurement processes	Based on USAID instructions this activity been cancelled
15.2.3	Introduce Standard Bidding Documents to KRG	
A	Conduct 2 workshops with 4 entities in standard procurement processes	Based on USAID instructions this activity been cancelled
15.3	Project Management Systems Improvements to K-Ministry of Planning and 3 line ministries	
15.3.1	Introduce standard project management procedures in cost management to KRG entities	
A	Conduct 2 workshops with 4 entities in cost management	Introductory meetings were conducted with K-MoP, K-MoCH, and K-MoE. As a result, K-MoCH, K-MoE, and K-MoMPW were selected along with K-MoP to work with. Training materials are being developed. Training will begin once MoU is signed
15.3.2	Introduce standard project management procedures in time management to KRG entities	
A	Conduct 2 workshops with 4 entities in time management	Introductory meetings were conducted with K-MoP, K-MoCH, and K-MoE. As a result, K-MoCH, K-MoE, and K-MoMPW were selected along with K-MoP to work with. Training materials are being developed. Training will begin once MoU is signed
15.3.3	Introduce standard project management procedures in earned value to KRG entities	
A	Conduct 2 workshops with 4 entities in earned value	Introductory meetings were conducted with K-MoP, K-MoCH, and K-MoE. As a result, K-MoCH, K-MoE, and K-MoMPW were selected along with K-MoP to work with. Training materials are being developed. Training will begin once MoU is signed
15.4	Establish a Kurdistan Center of Excellence for Government Performance	
15.4.1	Support the establishment of a Center of Excellence for Government Performance in KRG	
A	Prepare proposal and action plan for a Center of Excellence in KRG	Based on USAID instructions this activity been cancelled

15.4.2	Support the establishment of excellence functions within 2 pilot ministries	
A	Agree entities and prepare training material in Kurdish. Deliver two (2) introductory workshops in the excellence model	Based on USAID instructions this activity been cancelled
15.4.3	Support KRG entities to achieve ISO 9000 certification	
A	Prepare action plan for two (2) entities to achieve ISO certification and support to forge strategic partnerships with certifying bodies	Based on USAID instructions this activity been cancelled

4th Quarter (July - September) FY 2013 Performance Indicator Table

Sub-IR 3.1: Administrative Regulations for Decentralization Implemented						
Indicator #	Indicator Name	Qtr. 1 FY2013 (Oct-Dec) 2012	Qtr. 2 FY2013 (Jan-Mar) 2013	Qtr. 3 FY2013 (Apr-Jun) 2013	Qtr. 4 FY2013 (Jul-Sep) 2013	Status
3.1.1	Number of regulations and administrative orders issued supporting de-concentration of central ministries activities to Directorates	1	6	44	6	• MoMPW, MoH and MoEd has transferred one authority each to its provincial directorates • MoIM has transferred 3 authorities to its provincial directorates
3.1.2	Number of regulations and administrative orders issued supporting de-concentration from central ministries to Governor Offices (GOs)	0	1	0	6	Amended Law 21 has transferred 6 authorize to the provinces

Sub-IR 3.2: Provincial Resource Management for Service Delivery Strengthened						
Indicator #	Indicator Name	Qtr. 1 FY2013 (Oct-Dec) 2012	Qtr. 2 FY2013 (Jan-Mar) 2013	Qtr. 3 FY2013 (Apr-Jun) 2013	Qtr. 4 FY2013 (Jul-Sep) 2013	Status
3.2.1	Number of ministries initiating improved organizational structure change	1	2	1	3	• An OD unit was established in MoHE/ University of Basrah and MoH • A Quality Unit was established in MoTr/ General Company for Ports of Iraq
3.2.2	Number of line ministries with Business Process Systems reengineered	1	0	0	0	Business process re-engineering activities integrated into the Center of Excellence Program
3.2.3	Number of GoI counterparts working towards establishing internal quality management units	1	3	1	1	A Quality Unit was established in MoTr/ General Company for Ports of Iraq

3.2.4	Number of GoI entities utilizing the IDMS to manage and monitor their capital portfolio	4	1	4	0	Work continued with ministries (MoIM, MoE, MoMPW, MoH, MoT and MoA) to complete missing information for 2011 projects; as well as updating the financial and physical progress for 2012 and 2013 projects
3.2.5	Number of GoI entities applying excellence program for improving government performance	N/A	N/A	N/A	0	Excellence Model started in September 2013 by conducting studies and research to best adopt government performance to the Excellence Model See Note 3
3.2.6	Number of one-stop-shop service centers implemented	0	0	0	0	Progress varies for each site; and as follows: • MoMPW: The ministry is waiting to receive offers from short listed companies to implement the Software Automation Project • MoJ: The ministry has allocated a budget to implement the software Automation Project • MoO: Business Process Mapping completed • MOLSA: The Architectural Designs were delivered to the ministry. The Ministry will complete the renovations of the building for the site in Najaf
3.2.8	Number of GoI entities that have applied Project Management practices to their Capital Investment Projects	N/A	N/A	N/A	12	PM Techniques were applied by 4 ministries (MoIM, MoA, MoMD and MoCH), 4 GOs (Diwaniyah, Kirkuk, Najaf, and Wasit) and 4 provincial line ministries (University of Dhi Qar, Ba'qouba Municipalities Directorate, General Company for Ports of Iraq and Basrah Health Directorate) See Note 3
3.2.9	Number of GoI entities that have improved procurement processes or systems	5	3	4	4	Kirkuk GO/ Contracting Dep. applied some Procurement Performance Indicators in contracting. While Babil GO and Najaf Reconstruction Commission issued monthly

						report for July 2013 on procurement activities. Salah ad Din GO used electronic archiving to their procurement records
3.2.10	Number of Provincial Education Directorate staff trained in 5 core areas of Public Administration	157	199	17	0	
3.2.11	Number of Ministry of Education graduates from Training of Trainer (ToT) level Course	N/A	N/A	11	18	Representing 10 Male, 8 Female
3.2.12	Number of Ministry of Education graduates from Master Trainer-level Course	N/A	N/A	N/A	N/A	Master Trainer level Courses will begin in FY 2014

USAID Standard Indicators (F-Indicators)						
Indicator #	Indicator Name	Qtr. 1 FY2013 (Oct-Dec) 2012	Qtr. 2 FY2013 (Jan-Mar) 2013	Qtr. 3 FY2013 (Apr-Jun) 2013	Qtr. 4 FY2013 (Jul-Sep) 2013	Status
F 3.2	# of Sub-national entities receiving USG assistance that improve their performance	129	137	66	85	
F 3.3	# of administrators/ officials trained with USG support	270	346	171	100	Representing 60 Male, 40 Female See note 2

Notes:

1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. The number reported is for individuals and not participants.
3. This indicator is a new indicator designed as part of the "Drawdown" Plan. Therefore, indicator values for the first three quarters were Not Applicable.

Table 1: Workshops Participants by Organization

Ministry	Decentralization Procedure	IDMS	Organizational Development	Planning	Process Development	Procurement	Project Management/AD	Quality Management System	Service Centers Improvement	Social Safety Net-Automation
Ministry of Displacement and Migration				1		3	6			
Ministry of Agriculture	1	25			18	9	7			
Ministry of Communications	1						2			
Ministry of Construction and Housing			7			34	20	27		
Ministry of Culture						5				
Ministry of Education	15			8						
Ministry of Electricity						34				
Ministry of Environment	13					2				
Ministry of Health					5	2	5			
Ministry of Higher Education & Scientific Research	1	29				1	2			
Ministry of Human Rights				3		1				

Ministry	Decentralization Procedure	IDMS	Organizational Development	Planning	Process Development	Procurement	Project Management/AD	Quality Management System	Service Centers Improvement	Social Safety Net-Automation
Ministry of Industry and Minerals	22	15				12				
Ministry of Interior	1									
Ministry of Justice	2					2			23	
Ministry of Labour and Social Affairs	42			7		10	32			
Ministry of Labour and Social Affairs/KRG										5
Ministry of Municipalities and Public Works	29	1				17	13		36	
Ministry of Oil						30	8	29	19	
Ministry of Planning		3				14	3			
Ministry of Tourism and Antiquities						8				
Ministry of Trade	7			19			4			
Ministry of Transportations	4	21		16		47	10	45		
Ministry of Water Resources							3			

Ministry	Decentralization Procedure	IDMS	Organizational Development	Planning	Process Development	Procurement	Project Management/AD	Quality Management System	Service Centers Improvement	Social Safety Net-Automation
Ministry of Youth and Sports	1					1	1			
Babil Governorate Office	8					20	15			
Basrah Governorate Office	4					30				
Dhi-Qar Governorate Office	3					32				
Diwaniya Governorate Office	2					20				
Diyala Governorate Office	18					14				
Karbala Governorate Office						14				
Kirkuk Governorate Office						23				
Maysan Governorate Office	13					24	15			
Muthanna Governorate Office	10					7				
Najaf Governorate Office						22	56			

Ministry	Decentraliza tion Procedure	IDM S	Organizatio nal Developme nt	Planni ng	Process Developm ent	Procureme nt	Project Managemen t/AD	Quality Managem ent System	Service Centers Improvem ent	Social Safety Net-Automati on
Ninawa Governorate Office	18	2				15				
Salah Ad Din Governorate Office							6			
Wasit Governorate Office	4					11	48			
Babil Provincial Council	22									
Basrah Provincial Council	18									
Dhi-Qar Provincial Council	12									
Diwaniya Provincial Council	8									
Diyala Provincial Council	1									
Maysan Provincial Council	10						2			
Muthanna Province Council	3									
Ninawa Provincial Council	2									
Wasit Provincial Council	20						4			
Total	**315**	**67**	**36**	**54**	**23**	**464**	**262**	**101**	**78**	**5**

Figure 1: Activities Distribution by Type

Introductory 3%
Workshop 19%
Regular Meeting 12%
Technical 66%

Figure 2: Workshop and Meeting Activities by *Tarabot* Hubs

KRG Office 2%
Tarabot/Basrah 18%
Tarabot/Baghdad HQ 45%
Tarabot/Hilla 24%
Tarabot/Kirkuk 11%
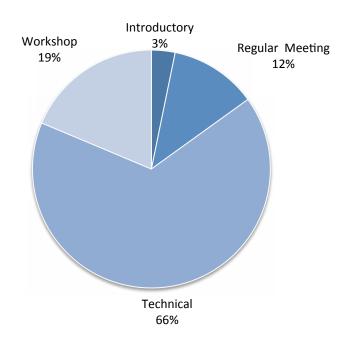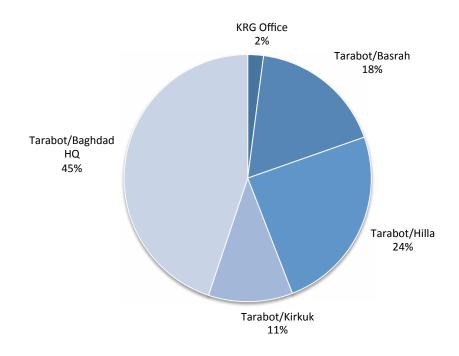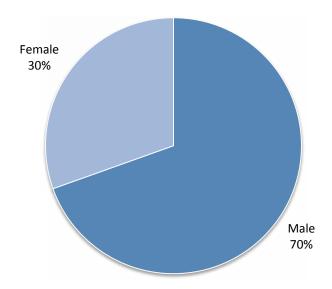
Figure 3: Workshop and Meeting Participants by Gender

Female
30%

Male
70%

NPM WORK PLAN ACTIVITIES AND PERFORMANCE INDICATORS

Work Plan ID	Activity/ Task Name	Progress
Regulatory Reform		
I	Regulatory review	
A	Reviews by private stakeholders of another 200 regulations	ISRAR Central Unit is in the process of uploading the regulations that have been reviewed to the e-Guillotine system
B	Inventory and self-review by three ministries completed for first 200 regulations	*Tarabot* NPM team continued to train Ministry ISRAR Units (MIUs) in 25 targeted ministries on inventory of regulations. Inventory of regulations completed; and uploaded to the e-Guillotine system. Review of inventory is still in progress due to delay from the PMAC.
C	Review by private stakeholders of 200 regulations	PMAC has delayed launching the public website; that will provide access to private sector stakeholders to perform reviews of regulations.
Office of Policy Development in Prime Minister's Office (PMO) and Ministries		
2	PM/ Office of Policy Development (OPD)	
A	Finalization and submission of the two public policies to PMO	*Tarabot* NPM team assisted PM/ OPD in finalizing the following policies: Groundwater, Desertification, Postal Sector, Admission to Universities, Budget Execution, Youth Unemployment in Iraq, and Procedural Policy for Faculty Ranking and Promotion. These policies were submitted to the PMAC
3	Strengthening of PM/ OPD	
A	Three workshops on media strategies for the media offices of the Executive Offices with application to policy papers	Workshops on Media strategies were delivered to media offices of the Executive Offices (PM/ OPD) and Ministries (MoE, MoEn, MoMD, MoHR, and MoLSA)
4	Assistance to selected economic ministries in formulating public policies	
A	Finalization of 2 policy proposals (including assessment, stakeholder consultations, and implementation design)	Impact assessment on the following policies conducted, reports with recommendations produced and submitted to ministries: • MoE: policy on energy efficiency in electricity sector • MoIM: policy on institutionalizing industrial monitoring and evaluation system • MoT: policy on streamlining free trade agreements
B	4 workshops on public policy process for new staff in MoT	Workshops were delivered to 4 male staff of MoT/ Foreign Economic Relations Directorate. Topics included public policy cycle, policy development (problem identification, research, consultations, formulation) and implementation (policy instruments, implementation design and monitoring
C	2 workshops on policy implementation guidance for MoIM and MoT	Workshops were conducted to staff from the MoT in drafting Policy implementation plans. Technical assistance delivered to MoIM in drafting Policy implementation plans
5	Establishment of new policy offices in selected ministries	

A	Policy unit's strategic plan produced through a series of five workshops	MoLSA, MoHR, MoMD and MoEn developed Strategic Plans through a series of workshops conducted by *Tarabot* NPM team
B	SOP drafted through a series of working meetings and submitted for approval	Workshops focusing on professional tools for developing effective public policies were conducted to MoLSA, MoHR, MoMD and MoEn. SOPs were developed and delivered to these ministries
C	3 policy issues identified for the drafting of policy papers	*Tarabot* NPM team assisted the following ministries in identifying policy issues: • MoLSA: Homeless and Handicaps in work places • MoEn: Depletion of Gases to the Ozone Layer and Tigress River Pollution by Sewage within Baghdad • MoHR: Violence Against Women • MoMD: Slums Treatment
Office of Policy Development in President of the Republic's Diwan		
6	President's Bureau of Public Policy	
A	Finalization and Submission of the public policy to Presidency Diwan	*Tarabot* NPM team assisted the Presidency advisors in finalizing and submitting the policy paper on "Brain Gain" to the Presidency Diwan to be adopted by GoI. Another policy paper on "Homeless Orphans in Iraq" is being drafted after discussions with a host of stakeholders (MoLSA, MoMD, MoHR, Baghdad Provincial Council, and NGOs
Policy Communication and Outreach		
7	Policy Communication and Outreach	
A	Two roundtable discussions between universities, CSOs, media, private sector, and Executive Offices	Roundtable discussion was conducted on strengthening lines of communications between government and non-official policy stakeholders at the National Center for Human Rights. Representatives from the government (PMO, PD and ministries) and private sector (businesses, civil society organizations and universities) participated in the discussions.
B	Deliver 4 weeks of Faculty Development in Public Policy to Iraqi Professors.	*Tarabot* NPM delivered a Faculty Development Program in Public Policy to 22 doctoral professors 19 male and 3 female from Law Schools, School of Economics and Administration, School of Social Studies, and Political Sciences at the Universities of Baghdad, Al-Nahrain, Al-Mustansarriyyah, Iraq (formerly the Islamic Univ.), Qadissiya, Wasit, Anbar, Mosul, and Dhi Qar. The ultimate objectives of this intensive Faculty Development training was to prepare professors to begin to teach courses in public policy, encourage the creation of a new curriculum in public policy, and graduate students in policy making
Public Sector Management Committee on Public Policy		
8	Public Sector Management (PSM) Coordination	
A	Conduct quarterly coordination meeting with PSM and present NPM workplan to PSM Committee	PSM committee did not meet during this quarter, *Tarabot* NPM team communicated on a regular basis with the Chairmen and Executive Secretary of the PSM Committee; as they are members of the PM/ OPD

4th Quarter (July – September) FY 2013 Performance Indicator Table

Sub-IR 2.1: Economic Enabling Environment Improved						
Indicator #	Indicator Name	Qtr. 1 FY2013 (Oct-Dec) 2012	Qtr. 2 FY2013 (Jan-Mar) 2013	Qtr. 3 FY2013 (Apr-Jun) 2013	Qtr. 4 FY2013 (Jul-Sep) 2013	Status
2.1.1	Number of growth-impairing regulations reformed	0	6	4	0	ISRAR has worked with PMAC to draft a trade liberalization law and a NIDTHAM for construction permit reform. These legal instruments will implement most of the remaining reforms proposed in the first package
2.1.2	Number of institutional staff: public, private, and GoI (PMO) stakeholders instructed on the Iraq Solutions for Regulatory and Administrative Reform (ISRAR)	81	64	68	70	Represented by 31 Male and 39 Female

Sub-IR 2.2: Mechanisms for National Policy Development Established						
Indicator #	Indicator Name	Qtr. 1 FY2013 (Oct-Dec) 2012	Qtr. 2 FY2013 (Jan-Mar) 2013	Qtr. 3 FY2013 (Apr-Jun) 2013	Qtr. 4 FY2013 (Jul-Sep) 2013	Status
2.2.1	Number of policies developed by Public Policy Offices and adopted by GoI	0	0	0	0	Policy papers on Brain Gain, Desertification, Ground Waters, and Postal Sector submitted to the PMO for review
2.2.2	Number of public policy offices established and functional	3	0	0	0	No new Policy Units were established
2.2.3	Number of GoI staff trained in public policy	49	90	63	137	Represented by 98 Male and 39 Female See Note 2

| 2.2.4 | Number of Provincial Councils and non-official stakeholders informed about their role in public policy process (universities, NGOs, businesses, media, and private sector) | 16 | 32 | 10 | 27 | Covering 2 media organizations , 18 NGO's and 7 universities : University of Al-Nahrain, University of Baghdad , University of Anbar, University of Babil, University of Dhi Qar, University of Mousel and University of Mustansiriya. |

USAID Standard Indicators (F-Indicators)						
Indicator #	Indicator Name	Qtr. 1 FY2013 (Oct-Dec) 2012	Qtr. 2 FY2013 (Jan-Feb) 2013	Qtr. 3 FY2013 (Apr-Jun) 2013	Qtr. 4 FY2013 (Jul-Sep) 2013	Status
F 2.1	# of USG-supported public sessions held regarding proposed changes to the country's legal framework	15	46	28	55	

Notes:

1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. As part of the "Drawdown" Plan, this indicator is an aggregation of the following two indicators; *"Number of Office of Policy Development (OPD) staff at the Prime Minister Office (PMO) and at the President's Bureau of Public Policy trained in policy development process"* and *"Number of Ministry staff trained in public policy"*. For this reason, indicator values for the first three quarters were combined.

Table 1: Workshops Participants by Organization

Organization	Public Policy Development	Regulatory Reform	Strategic Planning
Presidency Diwan	22		
President of the Republic office	5		
Prime Minister's Advisory Council(PMAC)	6		
Prime Minister's Office	21		
Deputy Prime Minister Office	1		
Ministry of Displacement and Migration	7		11
Ministry of Agriculture	4	2	
Ministry of Communications		1	
Ministry of Construction and Housing		2	
Ministry of Culture		2	
Ministry of Education	2		
Ministry of Electricity	17	3	
Ministry of Environment	28	4	41
Ministry of Finance		4	
Ministry of Foreign Affairs		3	
Ministry of Health		5	
Ministry of Higher Education & Scientific Research	34	2	
Ministry of Human Rights	31		28
Ministry of Industry and Minerals	3	4	
Ministry of Justice		2	
Ministry of Labor and Social Affairs	55	2	40
Ministry of Municipalities and Public Works	2	2	
Ministry of Oil		1	
Ministry of Planning	1	3	
Ministry of Tourism and Antiquities		4	
Ministry of Trade	11	17	
Ministry of Transportations		4	
Ministry of Water Resources	4		
Ministry State for Provincial Affairs	1		
Amanat Baghdad		4	
National Investment Commission(NIC)		1	
Central Bank of Iraq		2	
Iraq Securities Commission (ISC)		2	
Non-Governmental Organizations NGO	20	0	0
Media	2	2	
Private Sector	3		
Grand Total	**280**	**78**	**120**

Figure 1: Activities Distribution by Type

Action Plan
4%

Introductory
12%

Regular Meeting
7%

Technical
40%

Workshop
37%

Figure 2: Workshop and Meeting Activities by *Tarabot* Hubs

Tarabot/Hilla
9%

Tarabot/Baghdad
HQ
91%